FIVE-YEAR TRANSIT SYSTEM PLAN

TRANSIT ALTERNATIVES

OTTER EXPRESS

JUNE 2019

ATG ALLIANCE TRANSPORTATION GROUP

wsb

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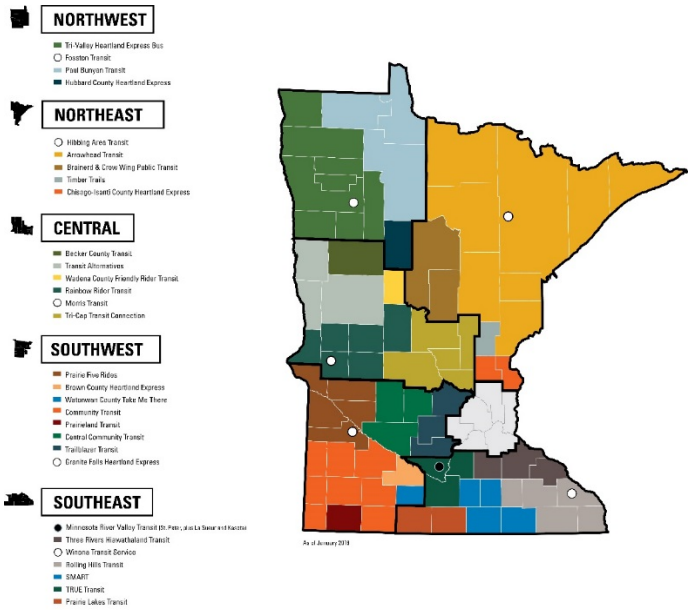
1. Executive Summary

Overview

Transit Alternatives Five-Year Transit System Plan (FYTSP) serves as the guiding document for the sustainability, growth and development of public transportation services within the city. The FYTSP further serves as the guiding document for Transit Alternatives Otter Express (Transit Alternatives) for the 2020 – 2025 timeframe and is intended to guide funding, operational and strategic decision-making.

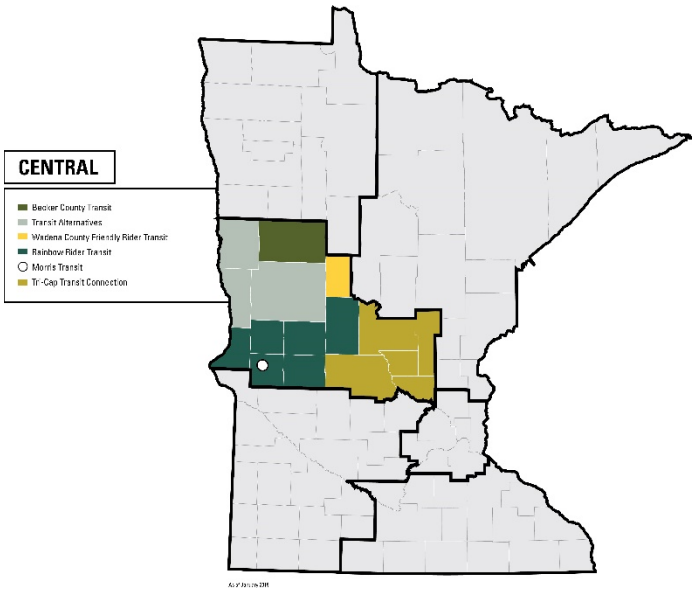
This FYTSP is part of a coordinated, concurrent statewide effort to develop FYTSP's for all 30 of the rural transit providers of Greater Minnesota, as shown in **Figure 1.1**.

Figure 1.1: Greater Minnesota Rural Transit Providers



WSB was selected by the Minnesota Department of Transportation (MnDOT) to develop the FYTSP for the six rural transit providers in the Central Region of Minnesota, as shown in **Figure 1.2**, which include Transit Alternatives, as well as Morris Transit, Becker County Transit, Tri-CAP Transit, Rainbow Rider and Wadena County Friendly Rider.

Figure 1.2: Central Region Transit Providers



The need for individual FYTSP's for rural providers was developed from the 2017 Greater Minnesota Transit Investment Plan (GMTIP), which is MnDOT's 20-year plan for investing in rural public transit and increasing ridership. As part of the GMTIP process, the Minnesota state legislature established a legislative target of meeting 90 percent of the statewide rural transit demand by 2025, which is focusing attention on exactly how and where to expand rural transit service within Minnesota. Strategies to address the identified gaps between current services and needs, as well as opportunities to improve efficiencies in service delivery were also identified through regional Local Human Service-Public Transit Coordination Plans.

The State of Minnesota's transportation goals include:

1. To minimize fatalities and injuries for transportation users throughout the state;
2. To provide multimodal and intermodal transportation facilities and services to increase access for all persons and businesses and to ensure economic well-being and quality of life without undue burden placed on any community;
3. To provide a reasonable travel time for commuters;
4. To enhance economic development and provide for the economical, efficient, and safe movement of goods to and from markets by rail, highway and waterway;

5. To encourage tourism by providing appropriate transportation to Minnesota facilities designed to attract tourists and to enhance the appeal, through transportation investments, of tourist destinations across the state;
6. To provide transit services to all counties in the state to meet the needs of transit users;
7. To promote accountability through systematic management of system performance and productivity through the utilization of technological advancements;
8. To maximize the long-term benefits received for each state transportation investment;
9. To provide for and prioritize funding of transportation investments that ensures that the state's transportation infrastructure is maintained in a state of good repair;
10. To ensure that the planning and implementation of all modes of transportation are consistent with the environmental and energy goals of the state;
11. To promote and increase the use of high-occupancy vehicles and low-emission vehicles;
12. To provide an air transportation system sufficient to encourage economic growth and allow all regions of the state the ability to participate in the global economy;
13. To increase use of transit as a percentage of all trips statewide by giving highest priority to the transportation modes with the greatest people-moving capacity and lowest long-term economic and environmental cost;
14. To promote and increase bicycling and walking as a percentage of all trips as energy-efficient, nonpolluting and healthy forms of transportation;
15. To reduce greenhouse gas emissions from the state's transportation sector; and
16. To accomplish these goals with minimal impact on the environment.

In addition to articulating Transit Alternatives service area needs to the state legislature, the purpose of this FYTSP is to help Transit Alternatives understand strengths and weaknesses, identify unmet needs and future transit service changes and develop and financial constrained and unconstrained capital and operating plan that is adequate to changing environments and opportunities.

The FYTSP planning process concentrates on local issues within the regional context by building community awareness and involvement in defining transportation needs. Desired outcomes of this process include:

- Increased community support
- More accurate budgets and definition of future needs
- Different funding scenarios to help prepare local decision-makers
- Better collaboration and coordination of public transportation services

Chapter 2 Summary – Why a FYTSP

Chapter 2 is the only chapter that is consistent across all transit providers, as it establishes the context for why all rural transit providers in Greater Minnesota need a FYTSP.

This chapter describes how the FYTSP will help rural transit systems like Transit Alternatives work towards overall goals such as:

- Improve coordination of services to meet transportation needs
- Increase ridership/usage across the network
- Ensure fiscal responsibility as a transit funding agency
- Anticipate and plan for future funding levels to achieve service expansion
- Articulate and communicate a vision for the transit system and the benefits it provides to the community

Ultimately, the vision is that the FYTSP's created throughout the state will bring all stakeholders together to develop future vision that will guide that decisions made today.

Chapter 3 Summary – Agency Overview

Chapter 3 provides a snapshot of Transit Alternatives as it currently operates and includes agency history, governance, decision-making process and an overview of the service area.

Transit Alternatives is a transit provider for Central and West Minnesota, including Otter Tail, Clay and Wilkin Counties. Transit service stops are also provided in Fergus Falls, Perham, Breckenridge, Barnesville, Rothsay, Sabin, Detroit Lakes, Audobon, Lake Park, Glyndon, Dilworth, Moorhead and Fargo. As shown in **Table 1.1**, Transit Alternatives operates 23 buses and has an annual ridership of 149,162 as of 2016. Transit Alternatives operates demand-response services and flex/deviated route services city-wide.

Table 1.1: Transit Alternatives Snapshot

Types of service	Demand- response services and flex/deviated route services
Governance	Productive Alternatives
Decision-Making	Transit Alternatives for daily operations/ Productive Alternatives for big-picture decisions
Number of buses	23
Ridership (2016)	149,162

Chapter 3 also highlights the demographics of Transit Alternatives to identify possible transit users. As of 2017, Transit Alternatives has a service area population of 126,228. As Transit Alternatives serves multiple counties, **Table 1.2** illustrates the demographics of each county compared to the state average. **Table 1.2** shows that the median household income is lower in all three counties compared to the state average. Otter Tail and Wilkin counties have a higher population over the age of 65 and population with a disability compared to the state average. Only Otter Tail County has a population living in poverty less than the state average, and population with a disability compared to the state average. Chapter 3 provides additional demographic analysis including age distribution, minority populations and vehicle availability by county.

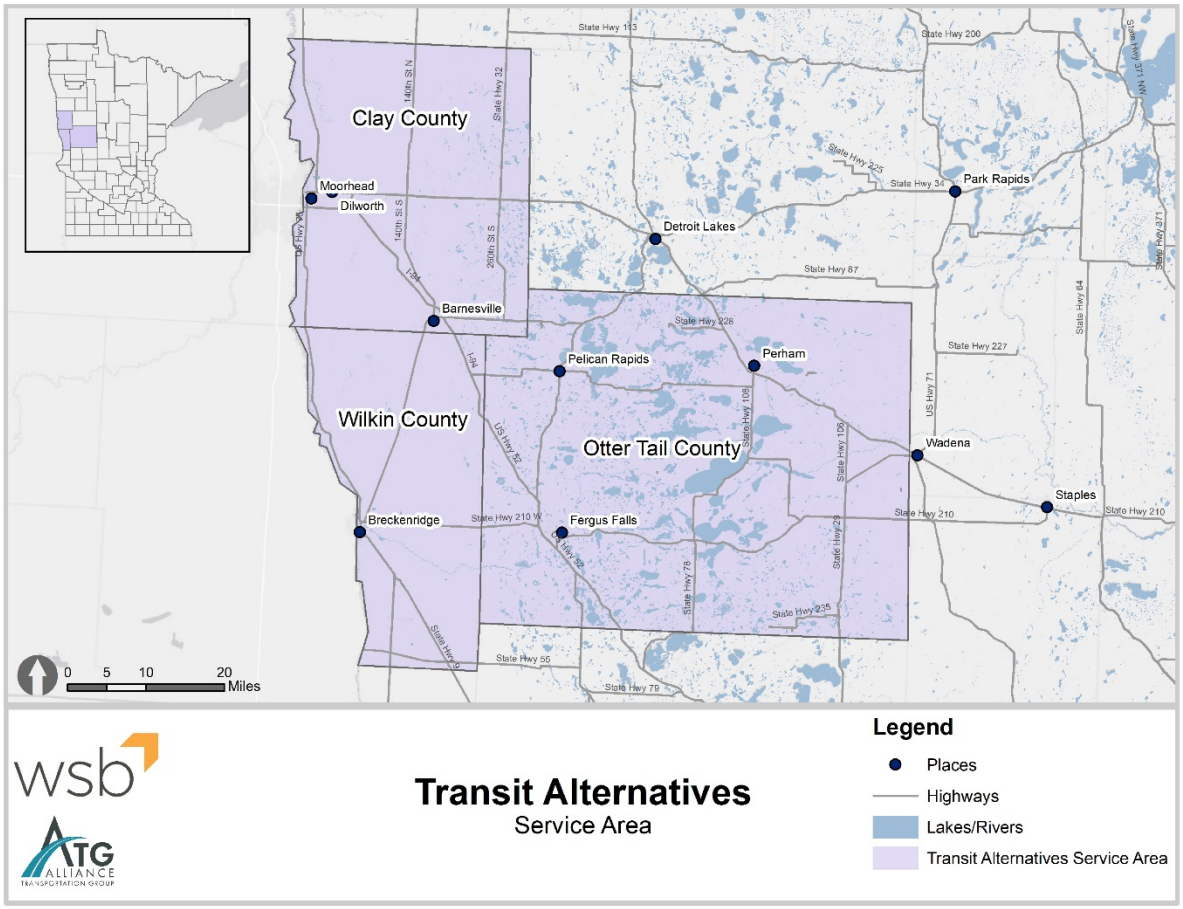
Table 1.2: Transit Alternatives Service Area Demographic Summary

	Total Population	Total Population Under 18	Total Population 65 and Over	Population Below Poverty Line	Population With a Disability	Median Household Income
Clay County	62,040	14,749 (24%)	7,875 (13%)	7,755 (12%)	6,162 (10%)	$61,409
Otter Tail County	57,790	12,518 (22%)	12,979 (23%)	5,432 (9%)	7,693 (14%)	$55,181
Wilkin County	6,398	1,465 (23%)	1,177 (18%)	633 (10%)	934 (15%)	$52,917
Total Service Area	126,228	28,732 (23%)	22,031 (17%)	13,820 (11%)	14,789 (12%)	-
Minnesota	5,490,726	1,286,338 (23%)	803,718 (15%)	576,526 (10%)	584,974 (11%)	$65,699

Chapter 4 Summary –Transit Alternatives Services

Transit Alternatives provides transit service to Otter Tail, Clay and Wilkin Counties. Transit service stops are also provided in Fergus Falls, Perham, Breckenridge, Barnesville, Rothsay, Sabin, Detroit Lakes, Audobon, Lake Park, Glyndon, Dilworth, Moorhead and Fargo (see **Figure 1.3** for the service area). Chapter 4 provides an overview of ridership trends, coordination efforts, and need of demand of service.

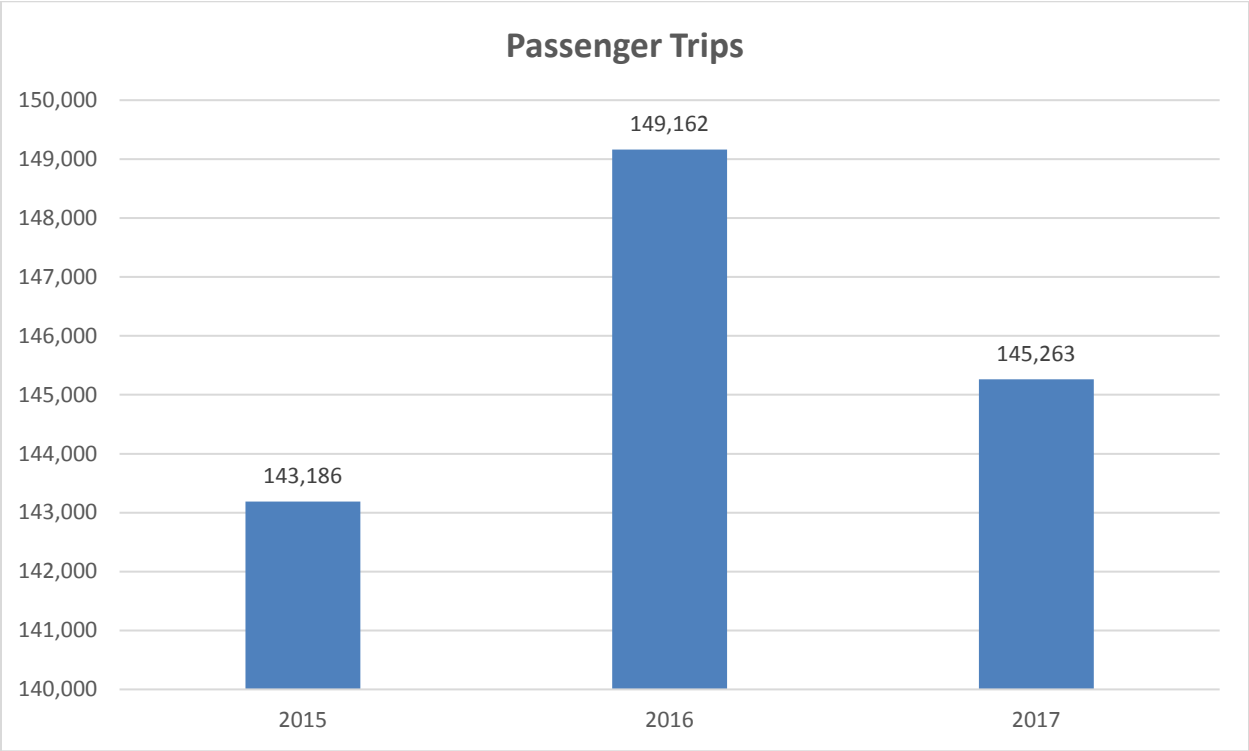
Figure 1.3: Transit Alternatives Service Area



An analysis of ridership from 2015 – 2017 (**Figure 1.4**) indicates that overall:

- Since Transit Alternatives began service in 2015, it is early to evaluate trends in Transit Alternatives ridership
- Transit ridership fluctuated between 2015 and 2017
- Between 2015 and 2016, ridership had the least increase in ridership from 143,186 in 2015 to 149,162
- 2016 to 2017 saw a decrease in transit ridership from 149,162 in 2016 to 145,263 in 2017

Figure 1.4: Passenger Trips (2015-2017)



Chapter 4 includes a survey analysis distributed by the Transit Alternatives. To better understand the transit needs of the county, a need and demand analysis was done to determine the mobility gap, or the number of people who likely need transit service. Transit Alternatives has a mobility gap of 1,121,100 one-way passenger trips annually.

Chapter 5 Summary – Capital

Chapter 5 provides an overview of Transit Alternatives capital, including fleet and technology and equipment.

Transit Alternatives has twenty-three vehicles total: nineteen are 400 medium-size light duty buses, the other four are class 500 larger medium-duty transit bus. All buses are equipped with video surveillance cameras, VHF two-way radios and a basic cash collecting farebox. Productive Alternatives further provides and maintains a vehicle storage garage for Transit Alternatives.

Chapter 6 Summary – 2020 – 2025 Annual Needs

This chapter summarizes the transportation needs in the Transit Alternatives service area and outlines the needs for 2020 – 2025. This chapter includes a bus

replacement plan for the next five years and identifies needs based on constrained and unconstrained plans.

Tables 1.3 and **1.4** illustrate the constrained and unconstrained plans, respectively. The constrained plan highlights the fleet replacement plan, facility improvements and advanced technology. In the unconstrained plan, Transit Alternative would add new two-way radios for buses.

Table 1.3: Constrained Plan Items

Category	Item	Cost
Fleet	Two ADA accessible vans to provide service where less capacity is needed	$80,000
Fleet	One staff vehicle for operations staff	$25,000
Facility	Vehicle storage garage in Perham	$300,000 construction cost estimate
Facility	Vehicle storage garage in Parkers Prairie	$75,000 construction cost estimate
Technology	Advanced Pickup Reminder Module	*
Other	No other items identified	

** Transit Alternatives will coordinate with their dispatch software provider (CTS Software) to explore opportunities to expand their capabilities by adding additional modules.*

Table 1.4: Unconstrained Plan Items

Category	Item	Cost
Fleet	No fleet expansion identified	
Facility	No facility expansion identified	
Technology	Electronic fare collection system	*
Technology	Wireless camera download access system	*
Technology	New two-way radios for buses (utilize 800 mhz ARMER system for greater radio coverage area)	$245 - $700 per pair
Other	No other items identified	

** Due to the nature of the market for developing and maintaining these emerging technologies, a competitive bid process and/or a peer review of existing transit agencies with similar implemented programs may need to be completed to develop cost estimates.*

Chapter 7 Summary – System Performance

System performance is evaluated based on historical and future projections. Performance metrics were used to determine current transit performance to measure possible improvements for the future. The metrics used include on time performance, passengers per hour, cost per hour, cost per trip, denials, baseline span of service, service hours per capita, farebox recovery and accidents. **Table 1.5** illustrates how Transit Alternatives currently performs compared to criteria standards.

Table 1.5 Current Performance Indicators

Transit Alternatives County Transit Performance Indicators	DAR (Target)	FY 2017 Actual	
On-time performance - Required to define and track/month, report annually	Rural Window – 45/45 minutes. 90% on time performance	Transit Alternatives does not currently track on-time performance	**Required** Transit systems must follow the ADA trip denial definitions and process Transit systems must follow the ADA trip denial definitions and process. Transit
Passengers per hour (pph)	3 pph	4.3	
Cost per service hour	$60	$51.73	
Cost Per Trip	$15	$12.03	
Denials - Required to track and report, annually	Transit systems must follow the ADA trip denial definitions and process. Transit Alternatives does not currently track service denials. Denial tracking will begin in 2019.		
% of communities with Baseline Span of Service - required to track and report, annually	75%	75%	
Service Hours Per Capita	0.45	0.3	**Additional**
Farebox Recovery	15%	5.4%	
Accidents	Fewer than 1 recordable accident per 100,000 revenue miles	N/A	

Chapter 8 Summary – Operations

Chapter 8 provides an operating budget scenario through 2025 to determine Transit Alternatives current operation needs. The operating budget template incorporates an inflation factor and additions to future operating costs.

Transit Alternatives intends to add weekday service and an additional vehicle for Fergus Falls and Perham Saturday's services in the constrained operating plan. In

the unconstrained operating plan, Transit Alternatives would add a new deviated fixed route service and a new fixed route service in Fergus Falls.

Chapter 9 Summary – Financial

Chapter 9 outlines a constrained and unconstrained financial plan between 2020 – 2025. The constrained plan would operate all of the current status quo service. The five-year constrained plan indicates operating costs growing to $2,162,607 by 2025.

In the unconstrained plan, operating costs increase to $2,367,442 by 2025. Annual funding gap ranges from $541,759 in 2020 to $549,488 in 2025.

Chapter 10 Summary – Agency Strategic Direction

Chapter 10 provides the context and requirements that Transit Alternatives must consider as part of this five-year planning process. As Transit Alternatives considers growing transit services, it must still conform to many local, state and federal guidelines including:

- Federal Transit Administration (FTA)
- Minnesota Olmstead Plan
- Title VI of the Civil Rights Act
- Americans with Disabilities Act (ADA)
- MnDOT requirements under FTA 5311 funding

In addition to complying with these various regulations and requirements, Transit Alternatives faces many challenges in implementing possible service enhancements and expansions; the largest of which is funding. Without additional local match and federal funding, Transit Alternatives will not be able to grow services and increase ridership.

Chapter 11 Summary – Increasing Transit Use for Transit Alternatives

In order to grow transit services and ridership for 2020 – 2025, Transit Alternatives can improve marketing through an action plan.

Marketing strategies for the action plan will include an improved website and advertising and marketing the transit services provided.

2. Why a Five-Year System Plan

Transit systems in Greater Minnesota have been working in a rapidly changing environment with system mergers and increased demand for service along with new policies and funding situations. Despite significant growth in the amount of service available outside of the Twin Cities Metropolitan Area, transit in Greater Minnesota is not always recognized or understood by local officials and residents. In order to address the growing need for transit service in a way that is integrated and embraced by the community, a vision for the future of each transit system will be critical. Without a plan, systems are put in the position of having to react in the moment to new circumstances and operate on a year-to-year basis without a longer-term vision to guide annual budgets and decision making.

Transit providers and MnDOT agree that individual five-year plans will help identify system-specific priorities based on themes from the Greater Minnesota Transit Investment Plan (GMTIP). Five-year plans will help systems better deliver service and work toward overall goals such as:

- Improve coordination of services to meet transportation needs
- Increase ridership/usage across the network
- Ensure fiscal responsibility as a transit funding agency
- Anticipate and plan for future funding levels to achieve service expansion
- Articulate and communicate a vision for the transit system and the benefits it provides to the community

Plans are intended to help systems work with local government officials, local planning agencies, transit system board members and other organizations to prepare for these changes. Transit agencies recognize the importance of involving local officials in planning activities to continue building local support for improving transit systems, including long-term commitment of local funds to leverage state and federal dollars.

The process for developing the five-year plans is guided by a consultant project manager for the Office of Transit and Active Transportation at MnDOT and the Minnesota Public Transit Association (MPTA). A Project Advisory Committee consisting of transit directors, staff from MPOs (Metropolitan Planning Organizations) and RDO's (Regional Development Organizations), local government officials, service organization representatives and staff from MPTA and MnDOT is providing input and identifying key issues to be addressed by the plans.

Larger transit systems routinely develop and update five-year plans, as do local governments, when it comes to planning for future development. The Greater Minnesota transit system five-year plans will allow all transit service to be

incorporated into the larger transportation vision for communities as they plan for new economic development and a future with an aging population.

Policies established through the Olmstead Plan and Americans With Disabilities Act (ADA) require communities to accommodate the needs of people with disabilities. A statutory goal of meeting 90 percent of the need for transit service by 2025 in Greater Minnesota also is focusing more attention on exactly how to expand service around the state.

With a well-defined five-year plan, goals and ideas for improving transit service can be put into action with a clear blueprint for which routes to add or expand, specific hours of service to adjust and funding sources to cover additional operating and capital expenses. The plans also will facilitate communication with the public and help raise awareness of how and where transit service is provided in the state which will help encourage greater ridership.

The five-year plans are designed to be updated annually to meet changing needs and circumstances.

Transit service improves the livability and prosperity of communities all across Greater Minnesota. The five-year transit system plan will bring all stakeholders together to develop a future vision that will guide the decisions made today.

3. Agency Overview

When developing community five-year transit system plans (FYTSP), it is important that each community have a transit agency based on the community's history, governance structure and ridership needs. The following sections provide a brief background of Transit Alternatives.

Agency Background

Transit Alternatives Otter Express (Transit Alternatives) service was established in 2006. Transit Alternatives provides public transportation in Central and West Central Minnesota, including Otter Tail, Clay and Wilkin Counties. Service stops are also provided in the cities of Fergus Falls, Perham, Breckenridge, Barnesville, Rothsay, Sabin, Detroit Lakes, Audubon, Lake Park, Hawley, Glyndon, Dilworth, Moorhead and Fargo.

Governance

Transit Alternatives public transit service is operated by Productive Alternatives, Inc., a non-profit social services agency. Productive Alternatives has been providing social services to Central and West Central Minnesota since 1959. Other services Productive Alternatives provides includes Day Training and Habilitation, Adult Day Services, Rehabilitation Services/Technology and Crisis Services.

Productive Alternatives provides some strategic planning for the public transit operation. Transit Alternatives is responsible for daily transit operations and service. Transit Alternatives staff report to the Productive Alternatives Board of Directors. There is no Transportation Advisory Committee for Transit Alternatives. The Director of Transit works with Productive Alternatives leadership to make public transit service, policy and financial decisions.

As the public transit operates as a private/non-profit organization, most of the communities provide a local share contribution.

Decision-Making Process

Daily operations are decided by Transit Alternatives. Productive Alternatives determines big-picture decisions.

Service Area Overview

Transit Alternatives provides public transit services in Clay, Otter Tai, and Wilkin Counties including stops in several cities throughout the service area.

According to the 2017 American Community Survey, Clay County has a population of 62,040 (an increase of just over one percent from 2016) and a median household income of $61,409 (an increase of roughly three percent from 2016). Roughly 12 percent of the population was living below the poverty line and approximately ten percent of the population was living with a disability. Otter Tail County is the second most populous county in the service area with a population of 57,790 (an increase of 0.17 percent from 2016) and a median household income of $55,181 (an increase of 3.4 percent from 2016). Roughly nine percent of the population was living below the poverty line and approximately 14 percent of the population was living with a disability. Wilkin is the smallest county in the service area by population size at 6,398 (a decrease of 1.25 percent from 2016) and has a median household income of $52,917 (a decrease of 0.09 percent from 2016). Roughly ten percent of the population was living below the poverty line and approximately 15 percent of the population was living with a disability (**Table 3.1**).

Table 3.1: Service Area Demographic Summary

	Total Population	Total Population Under 18	Total Population 65 and Over	Population Below Poverty Line	Population With a Disability	Median Household Income
Clay County	62,040	14,749 (24%)	7,875 (13%)	7,755 (12%)	6,162 (10%)	$61,409
Otter Tail County	57,790	12,518 (22%)	12,979 (23%)	5,432 (9%)	7,693 (14%)	$55,181
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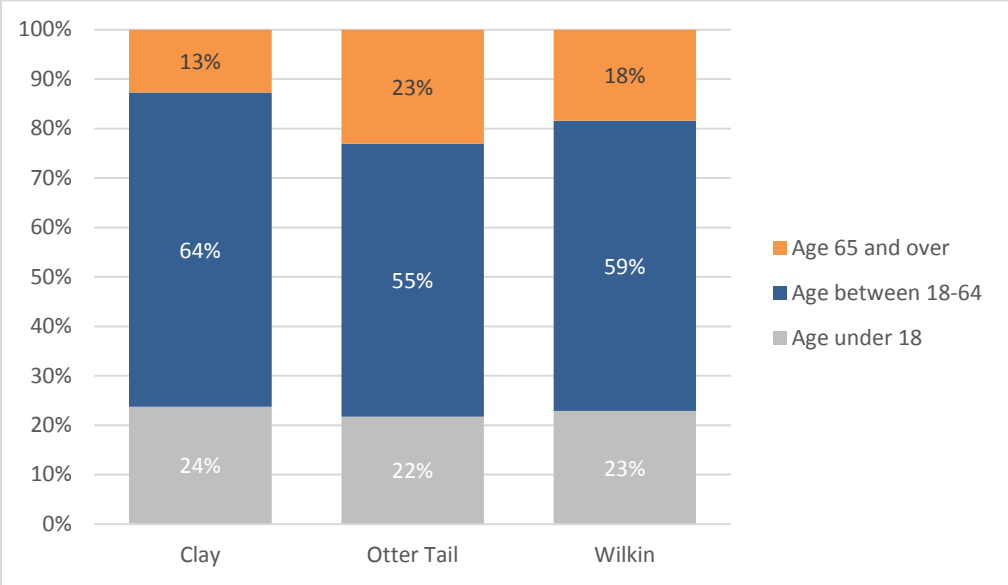
Total Service Area	126,228	28,732 (23%)	22,031 (17%)	13,820 (11%)	14,789 (12%)	-
Minnesota	5,490,726	1,286,338 (23%)	803,718 (15%)	576,526 (10%)	584,974 (11%)	$65,699

Source: 2017 American Community Survey

As shown in **Table 3.1** and **Figure 3.1,** about 64 percent of Clay County's population is between the ages of 18 – 64. Roughly 24 percent of the population is under the age of 18 compared to roughly 13 percent age 65 and over. The median age in Clay County is 32.6.

Figure 3.1: Service Area Population Age by County



Source: 2017 American Community Survey

About 55 percent of Otter Tail County's population is between the ages of 18 – 64. Similar shares of the population are under the age of 18 and age 65 or older, at roughly 22 percent and 23 percent respectively (**Table 3.1** and **Figure 3.1**). The median age in Otter Tail County is 46.6. Roughly 59 percent of the population of Wilkin County is between the ages of 18 – 64. Nearly 23 percent of the population is under the age of 18 compared to 18 percent age 65 and over (**Table 3.1** and **Figure 3.1**). The median age in Wilkin County is 44.3.

As shown in **Table 3.2**, the largest racial/ethnic groups in the overall service area are White (91 percent) followed by Hispanic or Latino (4 percent) and Black or African American (2 percent). These three groups are also the largest in Clay County. White, Hispanic or Latino and Two or More races are the largest groups in Otter Tail County, and the largest groups in Wilkin County are White, American Indian and Alaska Native and Two or more races.

Roughly 5.4 percent of the people in Clay County, 4.6 percent of the people in Otter Tail County and 2.2 percent of the people in Wilkin County speak a non-English language.

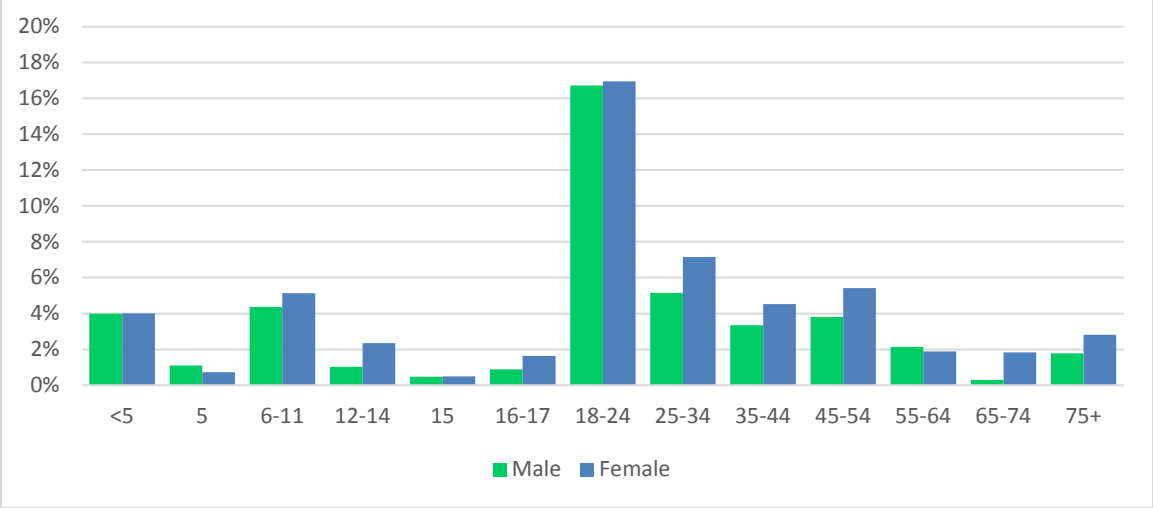
Table 3.2: Service Area Race and Hispanic or Latino Origin

	Clay		Otter Tail		Wilkin		Total	
	Count	Pct.	Count	Pct.	Count	Pct.	Count	Pct.
White alone	54,901	88%	53,750	93%	6,016	94%	114,667	91%
Hispanic or Latino (of any race)	2,688	4%	1,870	3%	45	1%	4,603	4%
Black or African American alone	1,566	3%	781	1%	35	1%	2,382	2%
Two or more races	1,361	2%	785	1%	135	2%	2,281	2%
American Indian and Alaska Native alone	814	1%	223	<1%	167	3%	1,204	1%
Asian alone	693	1%	363	1%	0	0%	1,056	1%
Some other race alone	12	<1%	12	<1%	0	0%	24	<1%
Native Hawaiian and Other Pacific Islander alone	5	<1%	6	<1%	0	0%	11	<1%

Source: 2017 American Community Survey

Figure 3.2 shows the distribution of the population below the poverty line by age and sex in Clay County. There is a noticeable peak at ages 18-24 for both males and females with relatively smaller shares among other age categories. This finding could be influenced by the number of college students living in Clay County.

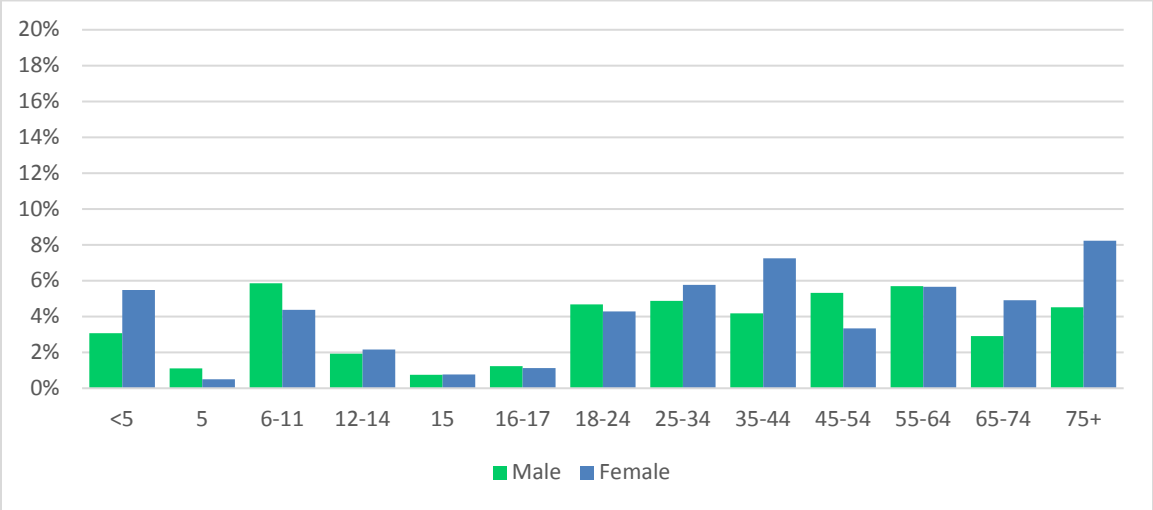
Figure 3.2: Clay County Poverty by Age and Sex



Source: 2017 American Community Survey

Figure 3.3 shows the distribution of the population below the poverty line by age and sex in Otter Tail County, which has a more even distribution among age categories than Clay County.

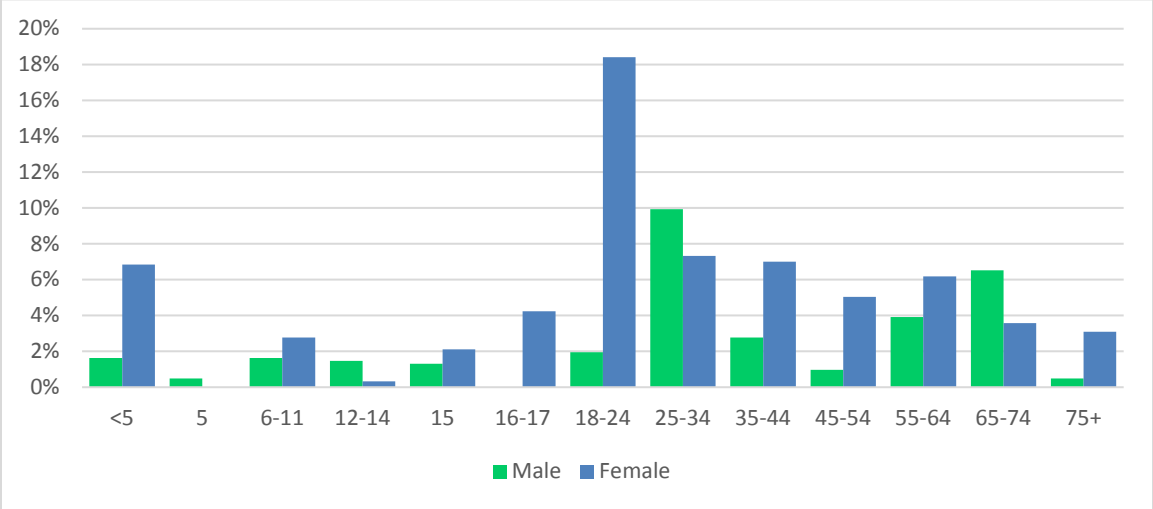
Figure 3.3: Otter Tail County Poverty by Age and Sex



Source: 2017 American Community Survey

Figure 3.4 shows the distribution of the population below the poverty line by age and sex in Wilkin County. There is a noticeably higher share of females age 18-24 in poverty, with males ages 25-34 making up the next largest share.

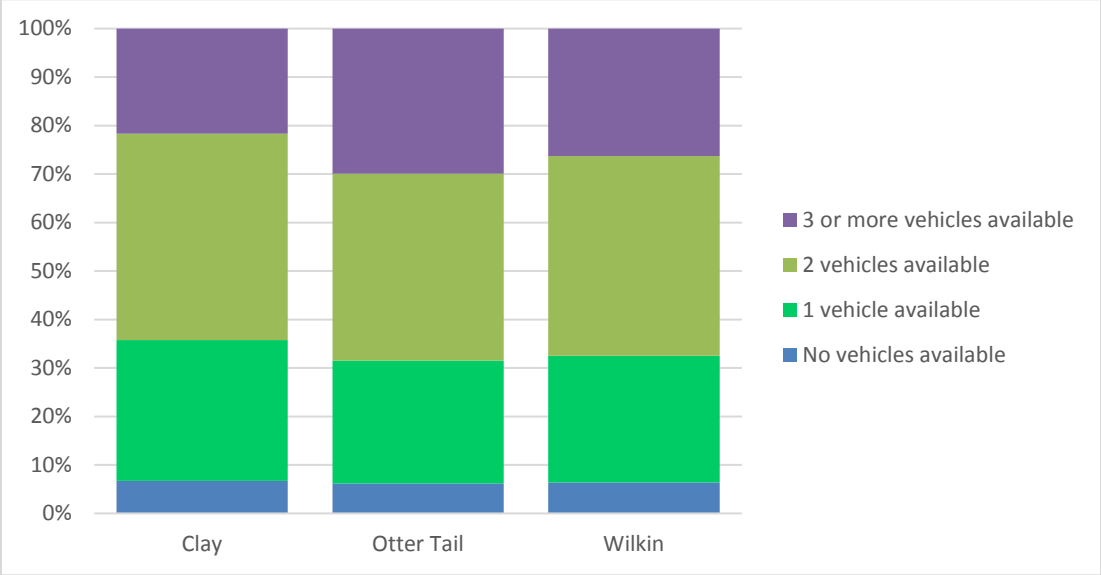
Figure 3.4: Wilkin County Poverty by Age and Sex



Source: 2017 American Community Survey

Public transit can increase access to employment, school, medical, shopping and other destinations for people of low incomes. People with lower socioeconomic status are less likely to have access to a private automobile. Approximately 36 percent of Clay County households, 31 percent of Otter Tail County households, and 32 percent of Wilkin County households have access to only one motor vehicle or no motor vehicles (**Figure 3.5**).

Figure 3.5: Service Area Vehicle Availability by County



Source: 2017 American Community Survey

Limited motor vehicle access can encourage public transit ridership. However, less than 1 percent of residents in each of the service area counties utilize public transit to commute to work, compared to 4 percent for the state as a whole. **Table 3.3** gives the commute to work mode share for Clay, Otter Tail and Wilkin Counties. Most residents commute to work by driving alone at rates similar to the overall statewide mode share. The average commute time is 18 minutes for Clay County, 20 minutes for Otter Tail County and 17 minutes for Wilkin County. A larger share of Clay and Otter Tail County residents walk to work compared to the statewide mode share.

Table 3.3: Service Area Mode Share

Mode	Clay	Otter Tail	Wilkin	Minnesota
Drove Alone	79%	78%	79%	78%
Carpooled	8%	10%	11%	9%
Worked at Home	6%	6%	6%	6%
Public Transportation	1%	1%	1%	4%
Walked	4%	5%	2%	3%
Other	2%	1%	0%	2%

Source: 2017 American Community Survey

Table 3.4 provides the locations of primary employment for residents of the service area counties. Both Clay and Wilkin Counties have a strong central metro that captures close to 50 percent of workers or more (Fargo-Moorhead for Clay County, Wahpeton-Breckenridge for Wilkin County), while the top two locations in Otter Tail County only capture 38 percent of workers.

Table 3.4: Service Area Resident Primary Job Location

Clay County			Otter Tail County			Wilkin County		
Location	Count	Pct.	Location	Count	Pct.	Location	Count	Pct.
Fargo city, ND	13,180	49%	Fergus Falls city, MN	7,004	28%	Wahpeton city, ND	643	25%
Moorhead city, MN	6,422	24%	Perham city, MN	2,536	10%	Breckenridge city, MN	560	21%
West Fargo city, ND	1,447	5%	Pelican Rapids city, MN	1,375	6%	Rothsay city, MN	154	6%
Hawley city, MN	555	2%	Detroit Lakes city, MN	1,092	4%	Fergus Falls city, MN	121	5%
Grand Forks city, ND	416	2%	New York Mills city, MN	920	4%	Fargo city, ND	102	4%
Dilworth city, MN	350	1%	Wadena city, MN	792	3%	Moorhead city, MN	33	1%
Barnesville city, MN	323	1%	Fargo city, ND	724	3%	Barnesville city, MN	25	1%
Detroit Lakes city, MN	235	1%	Alexandria city, MN	559	2%	Willmar city, MN	22	1%
Horace city, ND	156	1%	Battle Lake city, MN	450	2%	St. Cloud city, MN	19	1%
Glyndon city, MN	153	1%	Willmar city, MN	340	1%	Fairmount city, ND	18	1%
All Other Locations	3,734	14%	All Other Locations	8,943	36%	All Other Locations	924	35%

Source: U.S. Census LEHD (2015)

Clay County's economy employs 33,500 people. The largest industries in Clay County are Health Care & Social Assistance (5,521 people), Educational Services (4,578 people), and Retail Trade (3,842 people), and the highest paying industries are Public Administration ($60,432), Wholesale Trade ($50,957), and Construction ($48,691). Otter Tail County's economy employs 28,200 people. The largest industries in Otter Tail County are Health Care & Social Assistance (5,006 people), Manufacturing (4,046 people), and Retail Trade (3,013 people), and the highest paying industries are Mining, Quarrying, & Oil & Gas Extraction ($74,167), Utilities ($69,688) and Public Administration ($52,183). Wilkin County's economy employs 3,290 people. The largest industries in Wilkin County, MN are Manufacturing (437 people), Health Care & Social Assistance (411 people), and Retail Trade (409 people), and the highest paying industries are Public Administration ($48,750), Professional, Scientific, & Technical Services ($48,333), and Real Estate & Rental & Leasing ($46,442).

On a regional and city level, Economic Health Indexes and Transit Dependency Indexes (**Figure 3.6** and **Figure 3.7**) are used to determine the likelihood of a community benefiting from public transit. Both indexes have categories that range from "very low" to "very high." The three counties served by Transit Alternatives have a range of economic health rankings. Otter Tail County has the widest range, from "very low" to "high" economic health, including large geographic areas with "very low" economic health. Clay County has the highest levels of economic health, with the entire county reaching at least a "moderate" economic health ranking. The southwestern corner of the county has a "very high" economic health ranking. Most of Wilkin County has "moderate" economic health. Within the county, the City of Breckenridge and the surrounding communities have "very low" economic health.

Transit dependency varies among the three counties as well. Otter Tail County has a wide range of transit dependency, including a large percentage of "moderate" transit dependency. Small areas of Otter Tail County have "very low" transit dependency along I-94. The City of Pelican Rapids and eastern area of Otter Tail County has "very high" transit dependency. Much of Wilkin and Clay counties have "very low" levels of transit dependency. The City of Breckenridge is the only area within either Wilkin or Clay counties with at least "high" levels of transit dependency.

Figure 3.6: Economic Health Index

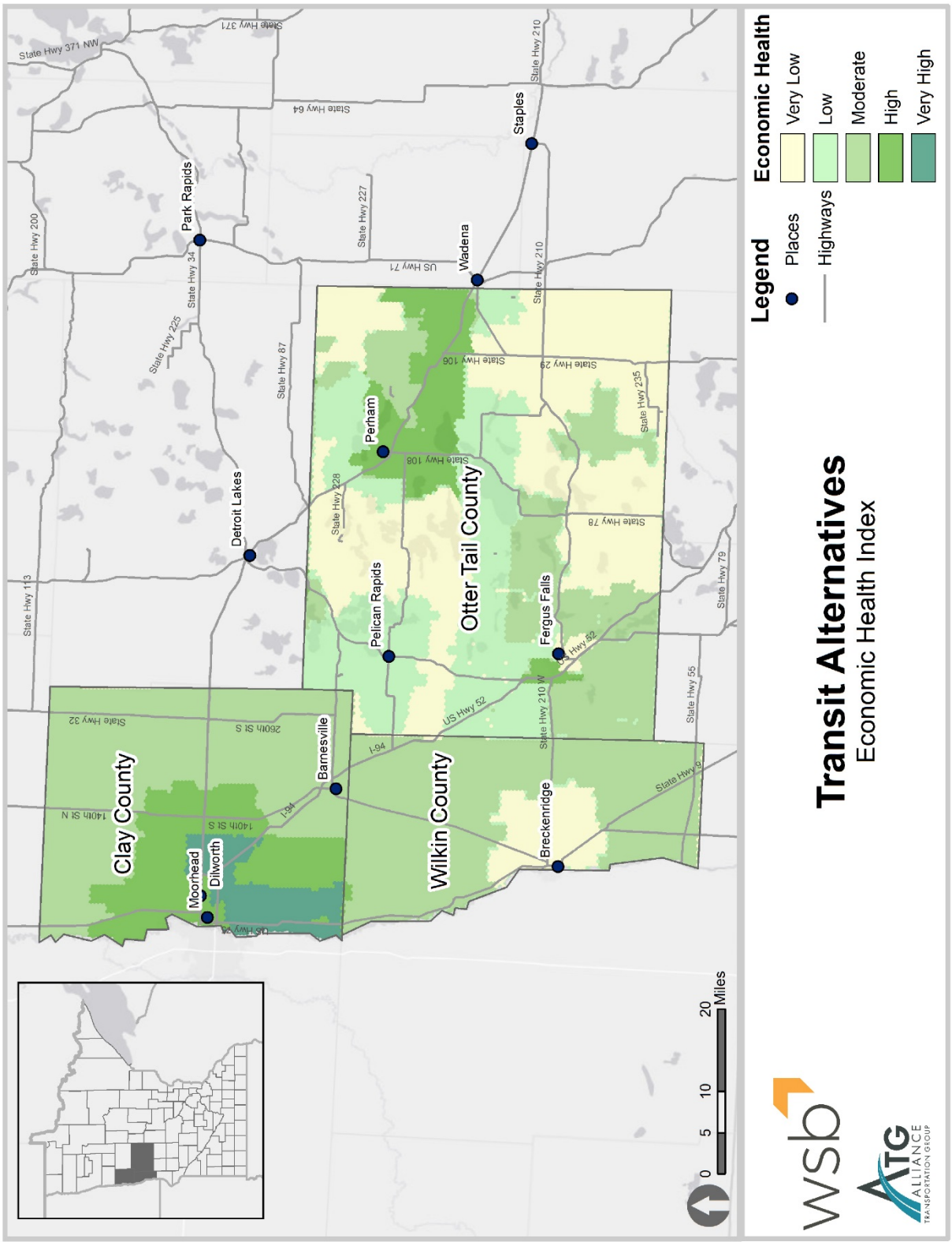
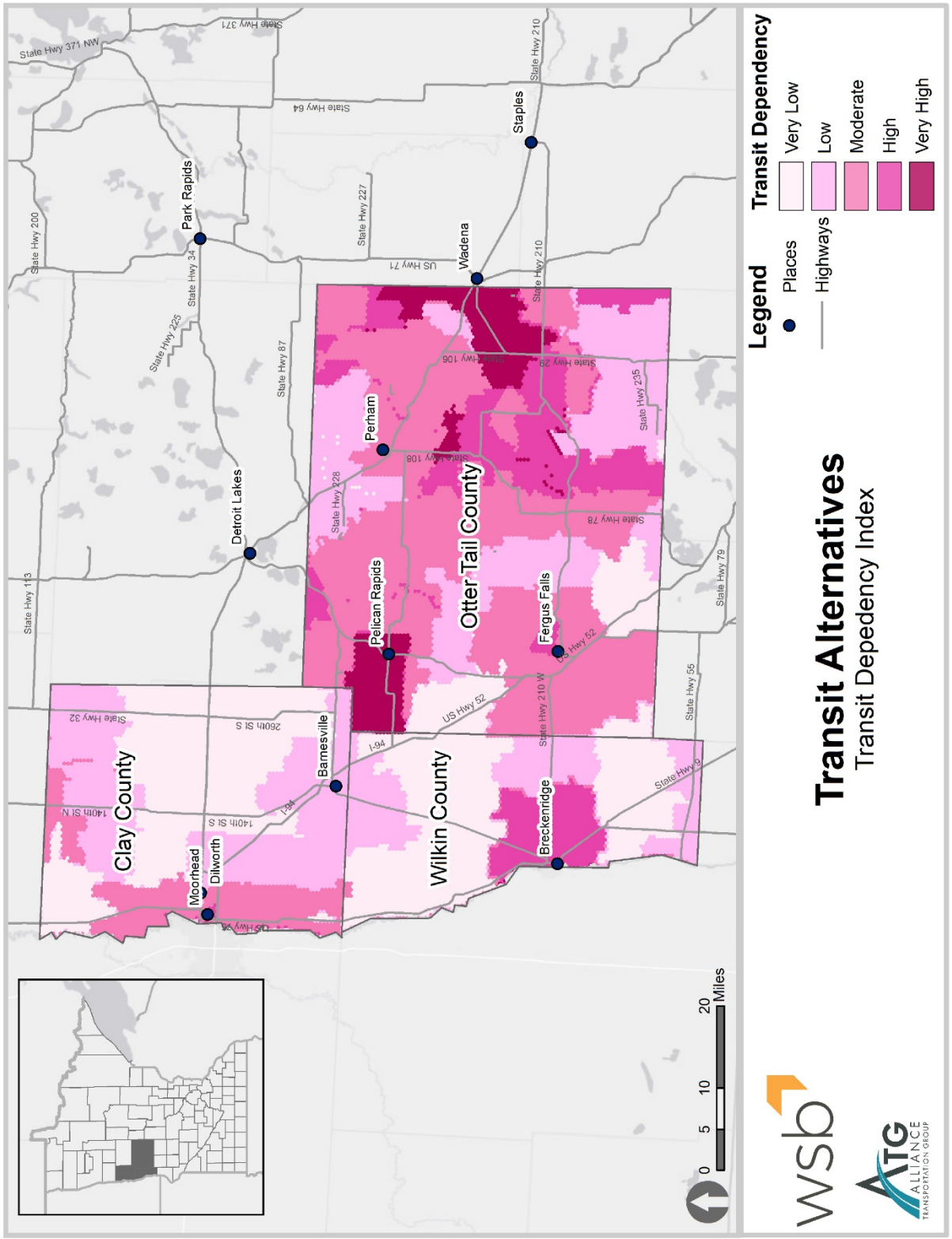


Figure 3.7: Transit Dependency Index



Community Engagement

Transit Alternatives held a community stakeholder meeting at the Fergus Falls City Hall on November 8, 2018. The stakeholder meeting notification was distributed by Transit Alternatives staff via their website and through direct invitation throughout each community. No members of the public attended the meeting.

On December 11, 2018, Transit Alternatives also participated in a regional transit meeting held for the six rural transit providers in the Central Region of Minnesota. Along with Transit Alternatives, Tri-CAP, Wadena County Friendly Rider and Rainbow Rider attended the meeting. The meeting was hosted to facilitate discussions between the transit agencies for future coordination opportunities.

4. Transit Alternatives Transit Services

Introduction

Transit Alternatives provides public transit service for Clay, Otter Tail and Wilkin Counties and provides both demand-response services and flex/deviated route services. The Transit Alternatives service area is shown in **Figure 4.1**.

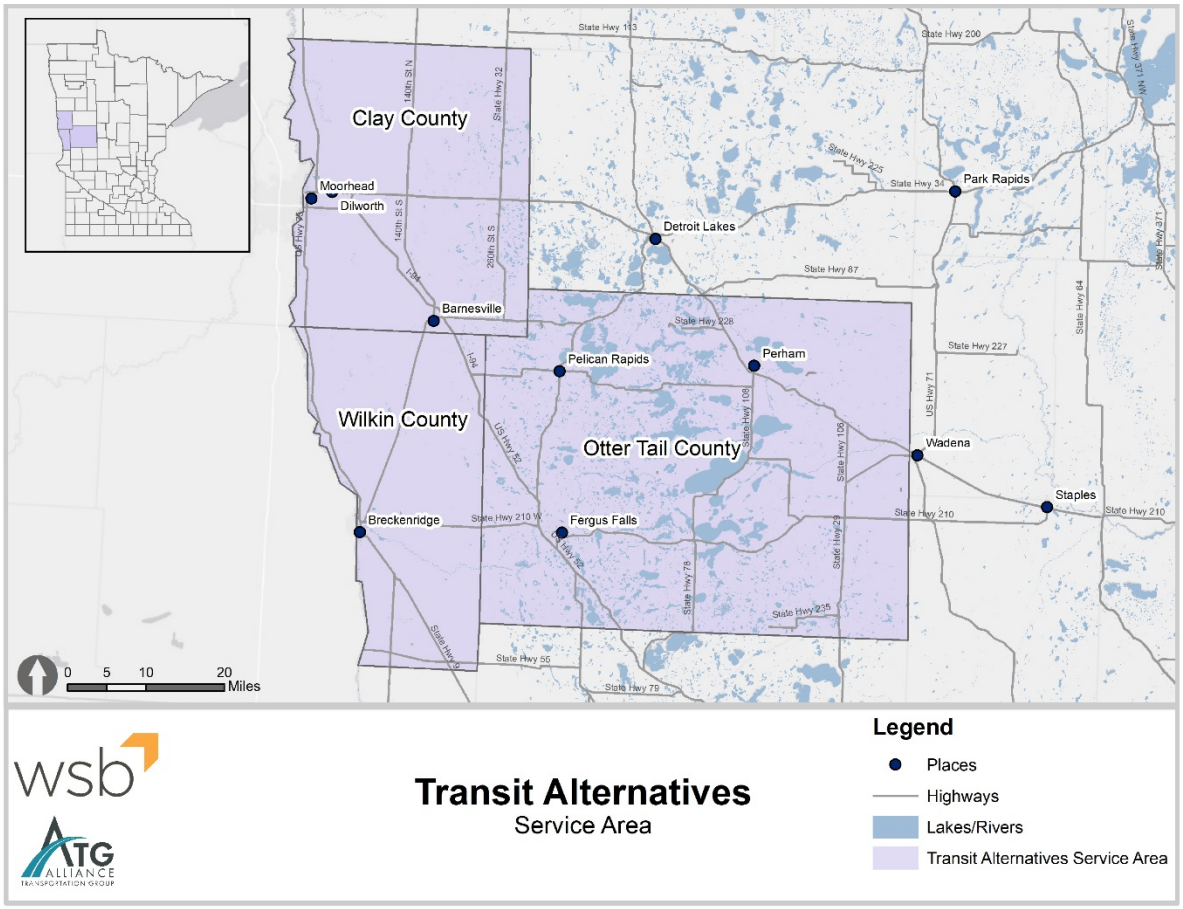
Transit Alternatives provides the following service Monday – Friday:

- Fergus Falls: 7:30AM – 6PM
- Perham: 7:30AM – 5PM
- Breckenridge: 8AM – 4:30PM

Transit Alternatives offers fixed flexible route service on Saturdays from 9AM – 3:30PM within the city limits of Fergus Falls.

Transit Alternatives also offers a daily route to the Fargo Ground Transportation Center. The route follows Interstate I-94 from Fergus Falls to Detroit Lakes and then United States TH 10 from Detroit Lakes to the Fargo Ground Transportation Center. The route has pickups between 5:45AM – 7AM and returns between 5PM and 6:30PM.

Figure 4.1: Service Area



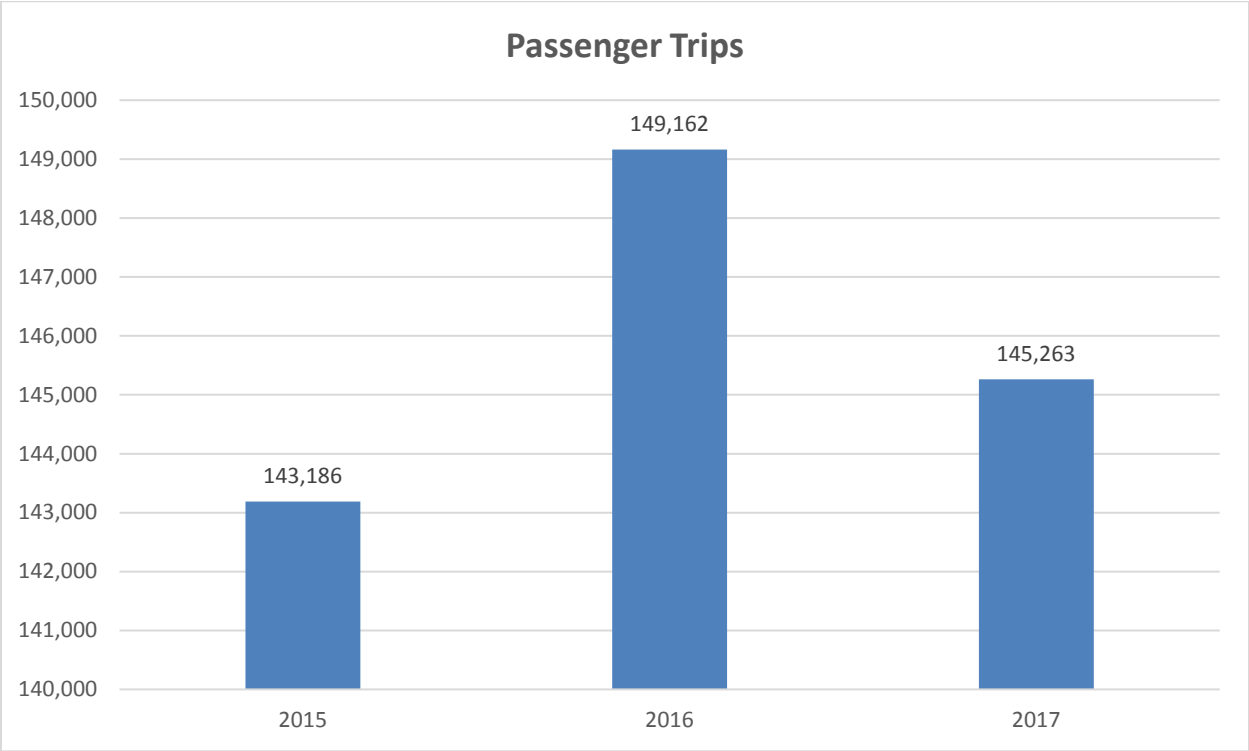
Ridership

Ridership is one of the crucial indicators of a transit system's ability to provide adequate service and meet the needs of a community. Monitoring ridership, especially through trends over time, can reveal whether there are aspects of the transit service that should be evaluated for potential updates and improvements.

Ridership Trends

Since 2015, Transit Alternatives has averaged over 140,000 passenger trips per year, with the total annual trips increasing from 143,186 trips in 2015 to 149,162 trips in 2016 and decreasing slightly to 145,263 trips in 2017. **Figure 4.2** illustrates recent ridership trends for Transit Alternatives.

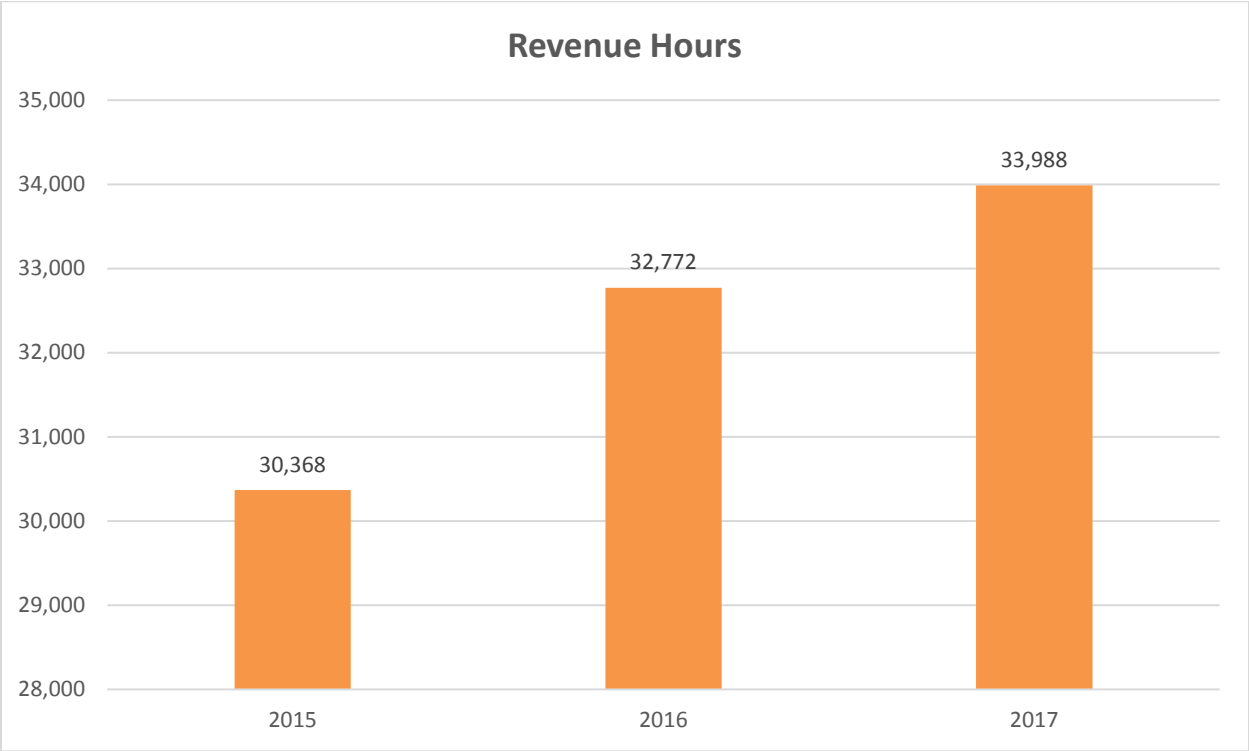
Figure 4.2: Passenger Trips (2015-2017)



Transit ridership varies from month-to-month throughout the year. In 2015, 2016 and 2017, the month of March had the highest ridership numbers, however no one or two months had consistently lower ridership. In 2016 and 2017, the lowest ridership fell in summer months (August and July, respectively). In 2017, the two months with the lowest ridership were April and March respectively, with July coming in at the third lowest level of ridership.

Unlike ridership levels, annual revenue hours increased steadily from 2015 to 2017, with levels upwards of 30,000 revenue hours per year. **Figure 4.3** shows the steady increase in revenue hours over the last several years.

Figure 4.3: Revenue Hours (2015-2017)



Modes of Transportation

Transit Alternatives provides dial-a-ride service using class 400 and class 500 vehicles that is categorized as Section 5311 Service.

Multimodal Connections

Transit Alternatives did not identify any bicycle or pedestrian activities currently being coordinated by the transit system.

Transit Alternatives provides a daily route to Fargo Ground Transportation Center from Fergus Falls. The route provides transit stops in Barnesville, Rothsay and Sabin to connect these residents to Fargo and Fergus Falls. Another route to Fargo is provided in Detroit Lakes with stops at Audubon, Lake Park, Hawley, Glyndon and Dilworth. Within Fergus Falls, there is a Greyhound bus stop that provides service to a number of intercity stops.

Transit Alternatives coordinates a volunteer driving program to transport seniors to medical appointments using a personal vehicle. Funding for this program is partially by the West Central Area Agency on Aging. The service extends beyond local connections to Fargo, Minneapolis and Rochester.

U.S. Jefferson Lines provides connections through Transit Alternatives' service area. Jefferson Lines has two stops in Transit Alternatives' service area, located in Perham and Fergus Falls. Jefferson Line passengers can connect to Minneapolis and other bus stops served by the intercity bus service. Jefferson Lines further has a partnership with Minnesota State University Moorhead to provide discounted rates for students to Minneapolis and other colleges and universities across the Midwest.

Other transportation options in the Transit Alternatives service area include:

- Taxi service:
  - Moorhead Ridley Taxi Service
  - Moorhead A & A Taxi & Transportation, LLC
  - Fergus Falls Town and Country Services, LLC
- Local bus:
  - Moorhead MATBUS
- Airport
  - Moorhead Municipal Airport
  - Fergus Falls Municipal Airport

Contracted Services and Coordination Activities

Transit Alternatives does not currently contract services with third parties but does undertake a set of coordination activities to provide transport services to various groups/locations on a regular basis. **Table 4.1** shows a list of current Transit Alternatives coordination activities.

Table 4.1: Current Coordination Activities

Activity	Description
Other Public Transit Systems	Have received some coordination assistance from the Moorhead MAT system with developing a deviated route for Sunday service. Utilize their Ground Transportation Center to feed their service with routes from Detroit Lakes and Fergus Falls.
Other Public Transit Systems	Have agreed with Rainbow Rider, Tri Valley and Friendly Rider to provide service in our service area to better assist the people of Otter Tail and Clay Counties.
Other Public Transit Systems	Rides have been coordinated with Rainbow Rider in the Parkers Prairie/Alexandria area.
Other Public Transit Systems	Coordinated with Wadena and Becker Counties in the purchase of dispatching software.
Other Services	The Fergus Falls Public Library has coordinated with us to get people to the library for special activities.
Other Services	Have coordinated with the local radio station to sell reduced priced punch card vouchers in exchange for reduced priced radio advertising.
Other Social Services	Have met with members of Wilkin County Social Services to promote service in Breckenridge and at which specific locations need this service.
Other Services	A couple churches in town have coordinated rides from the public schools on our system to get kids to activities on Wednesday afternoons.
Elder Day Care	Provided transportation for groups of elderly people to go on field trips in Pelican Rapids and Perham.
Preschool	Preschools in Fergus Falls have coordinated with us for getting children to and from preschool and other activities.
Day Training & Habilitation (DT&H) Developmental Achievement Center (DAC)	Provide much of the transportation for the DT&H's in Otter Tail County in the communities of Fergus Falls, Perham and Parkers Prairie.
Educational Institutes	Coordinate with M State of Fergus Falls to provide a route daily to get students between campus and residential facilities.
Educational Institutes	The parents of students in Fergus Falls have asked for our assistance for getting children to activities after school.
Senior Citizen Services (Community Center)	Provide transportation services to and from the Senior Centers in Fergus Falls and Perham. Service has been offered in Parkers Prairie but has had limited utilization.
Retail Shopping & Service	Punch cards and single ride tickets are available at the grocery stores in Fergus Falls.
Volunteer Driver Program	Coordinate with volunteer driver program in Otter Tail County to provide bus rides for their customers as able.
HMO or PMAP	Provide rides to Blue Ride and Medicaid customers coordinated through the volunteer driver program.
Day Training & Habilitation (DT&H) Developmental Achievement Center (DAC)	Provide transportation for the Wilkin County DAC for their consumers to get to and from work as well as work sites.

Transit Alternatives also has proposed an additional coordination activity entailing working with two Day Training and Habilitation (DT & H) providers in Moorhead to provide some transportation services for their programs.

Asset Inventory

Transit Alternatives currently has 23 buses in its fleet that were acquired from 2006 to 2018, including five spare vehicles and two that are in the disposal process. Four of the assets are class 500 vehicles, which are a medium-size medium-duty transit bus and the remaining vehicles are class 400 vehicles, which are a medium-size light-duty transit bus.

More than half of the assets are in good or excellent condition, while the rest of the assets are in fair or poor condition. Transit Alternatives has planned out replacement years for each of the assets over the course of 2018 through 2026, based on their condition and current/expected mileage. A detailed breakdown of Transit Alternatives' assets can be found in **Chapter 5**.

Users

The following section describes who utilizes Transit Alternatives service and their current perception of the transportation service provided.

Who Uses the Transit Service?

The coordination activities illustrate that Transit Alternatives has a ridership base that includes children/students, elderly people, people utilizing the service to access medical and public services, and adults who may use the service to access educational institutions and shopping or other services.

Fifty-one percent of Transit Alternatives riders in 2017 were disabled (using a wheelchair or walker for mobility). Of the total ridership in 2017, 13 percent were over 60 years of age, while students made up eight percent and children one percent. **Table 4.2** shows the demographics of transit riders in 2016 and 2017.

Table 4.2: Breakdown of User Demographics

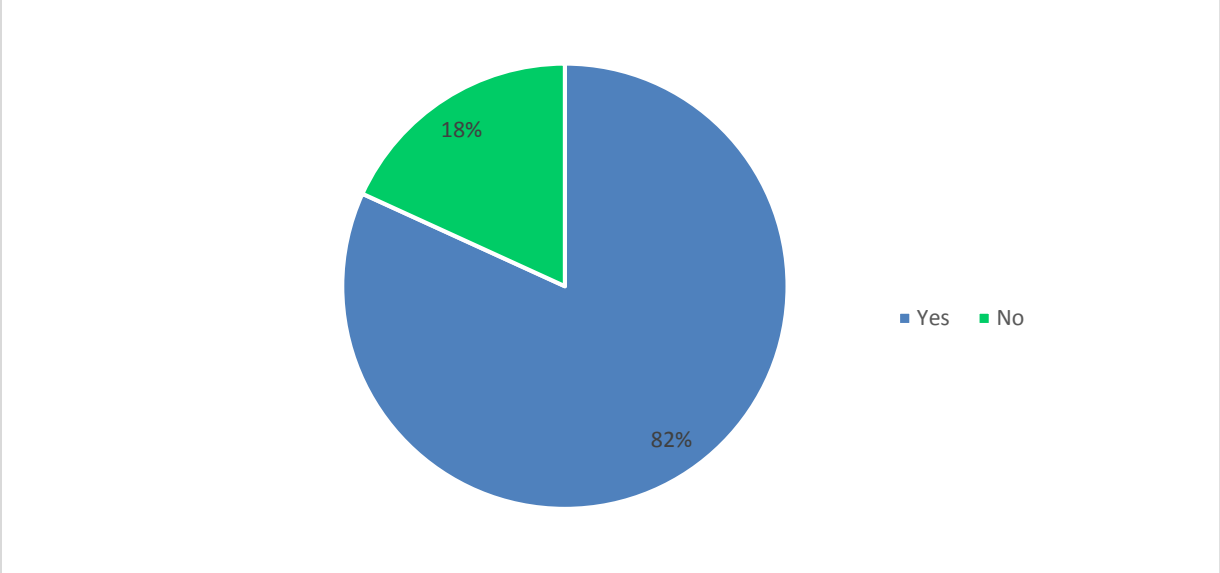
Year	Disabled	Elderly	Adult	Student	Children
2016	53%	13%	25%	8%	1%
2017	51%	13%	27%	8%	1%

2019 Transit Survey

For this analysis, a survey was conducted for individuals within the Transit Alternatives service area. The survey was 10 questions and was distributed via Survey Monkey. The survey resulted in 11 responses.

Survey respondents were asked to identify whether they had ever used Transit Alternatives services. 82 percent of respondents had reported that they have used the public transit service (**Figure 4.4**).

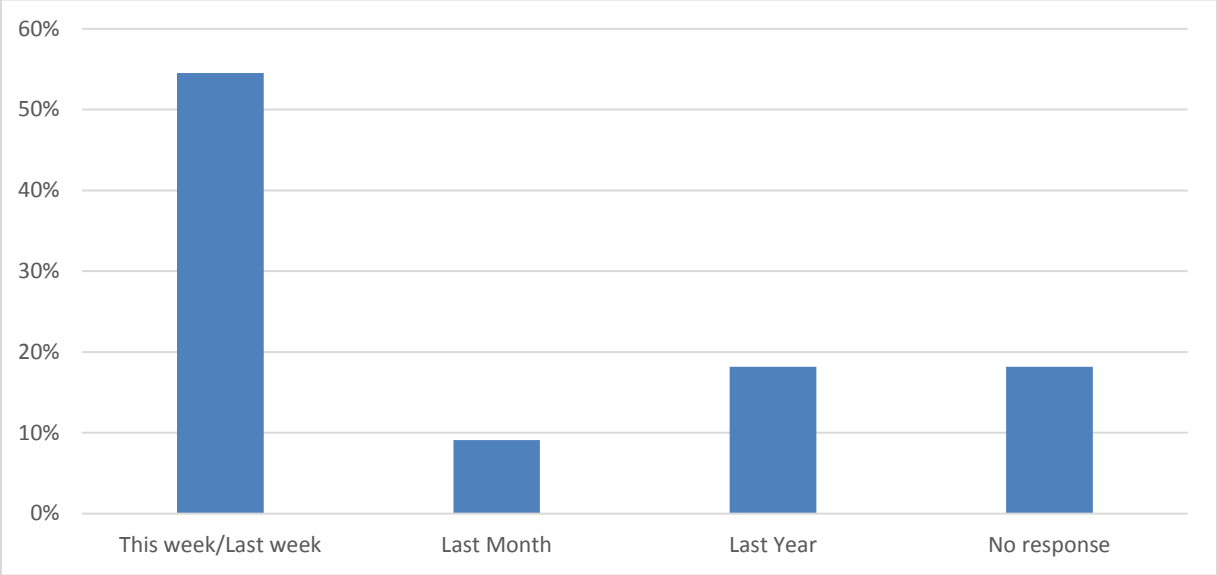
Figure 4.4: Respondents Use of Transit Alternatives



Survey respondents who have used Transit Alternatives were further asked to identify when they had last used the transit service. **Figure 4.5** illustrates that most of the respondents reported using Transit Alternatives within the past week

(55 percent). Others who had used Transit Alternatives identified using the service within the past month (9 percent) or the past year (18 percent).

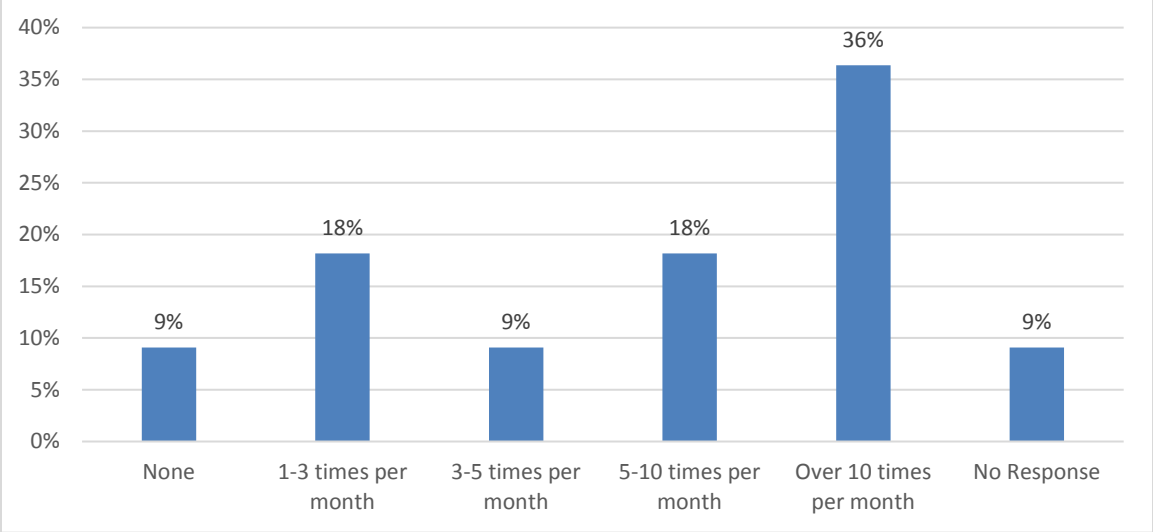
Figure 4.5: Respondents Last Use of Transit Alternatives



Survey respondents who reported having never used Transit Alternatives were asked to identify why they had never used the transit service. Both respondents indicated that they have access to a car, which impacts their use of transit. One of the respondents indicated that although they do not use the service, her son does.

Survey respondents were then asked to identify how frequently they use Transit Alternatives (**Figure 4.6**). The majority of the respondents (36 percent) identified using Transit Alternatives over 10 times per month. Most other users also utilized Transit Alternatives with some frequency. 18 percent used Transit Alternatives one to three times per month, compared to 9 percent using three to five times per month. 18 percent of respondents reported using the service five to ten times per month.

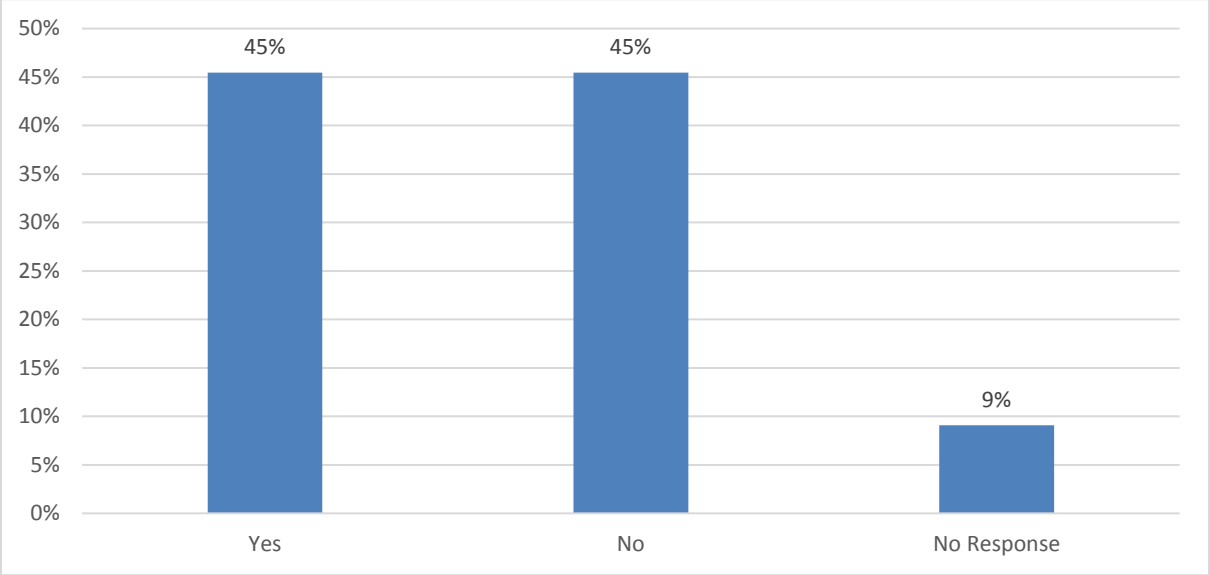
Figure 4.6: How Many Times Respondents Used Transit Alternatives



Survey respondents were asked to identify whether there were places they would be interested to travel to, but the bus route does not go. Only one respondent indicated that there are additional locations Transit Alternatives could go but did not specify any location.

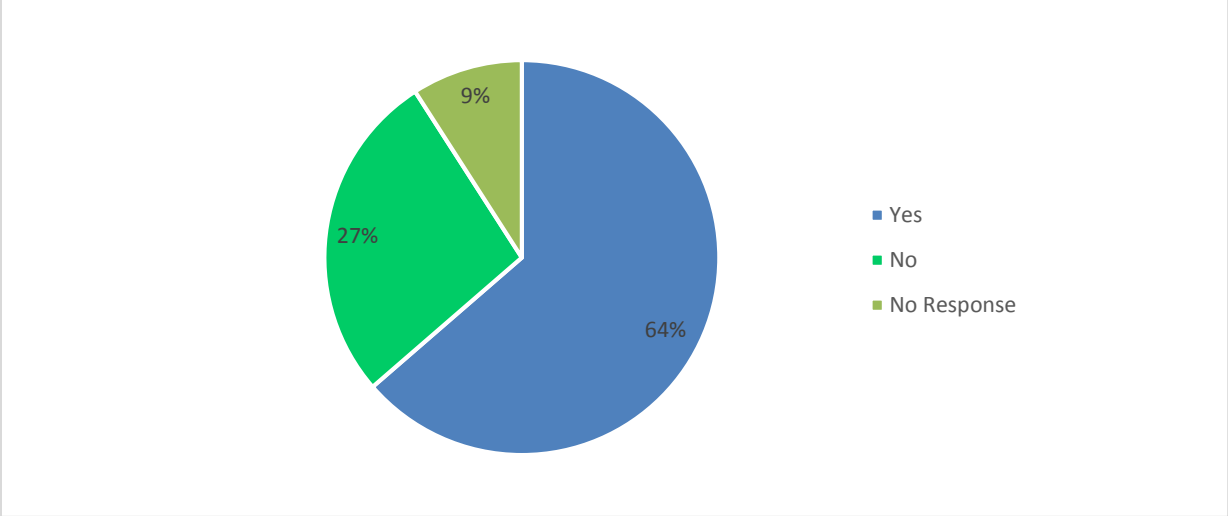
Figure 4.7 illustrates whether there were additional times that the bus does not operate that respondents would be interested in travelling. 45 percent of the respondents indicated that there are additional times Transit Alternatives could operate, all indicated that evening hours would be beneficial.

Figure 4.7: Are There Times the Bus Does Not Operate that Respondents Would be Interested in Travelling



Survey respondents were asked whether they own a motor vehicle. **Figure 4.8** illustrates whether respondents own a motor vehicle. 64 percent of respondents do have access to a motor vehicle.

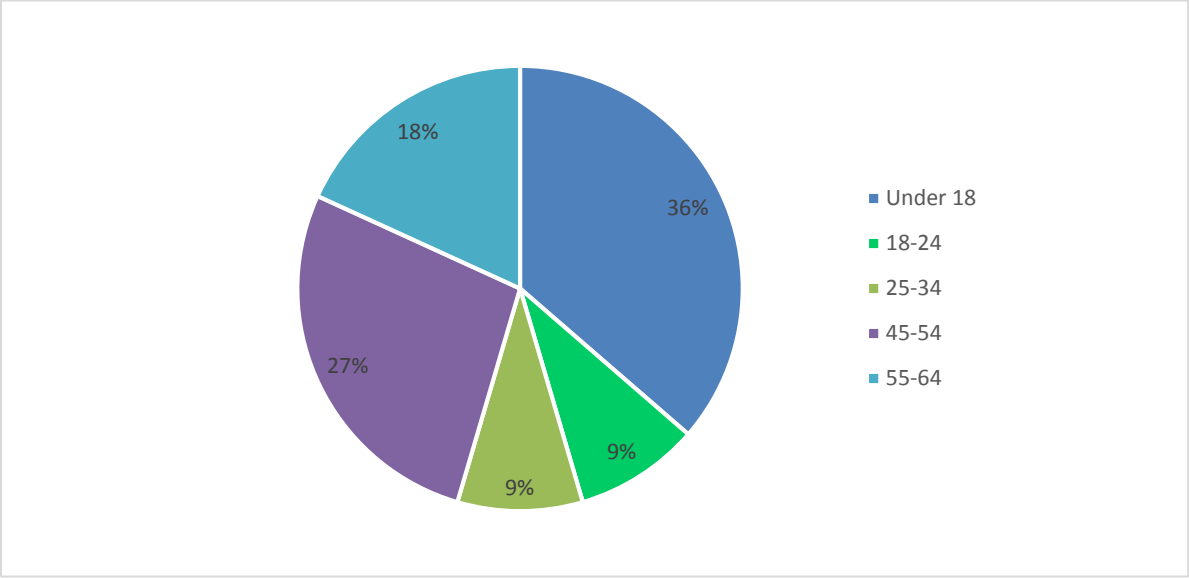
Figure 4.8: Whether Respondents Own a Car



The last three questions in the survey were designed to understand the demographics of the survey respondents. Respondents were asked to identify their home zip code. All Transit Alternatives survey respondents reside in zip code 56537.

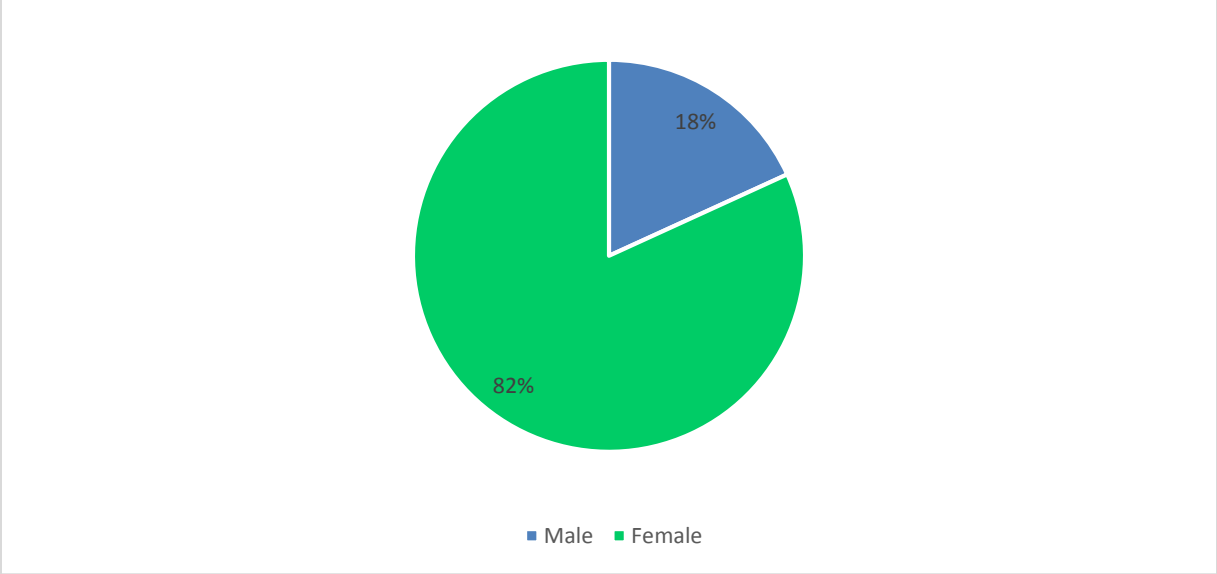
The final two questions were optional for respondents. Respondents were asked to identify their age by age range (**Figure 4.9**). The majority of the respondents (36 percent) were under the age of 18. Ages 45-54 were also well-represented at 27 percent. There were no respondents between the ages 35-44.

Figure 4.9: Respondents by Age



Survey respondents were asked to identify their gender. **Figure 4.10** illustrates that respondents were asked to identify themselves as "male" or "female"; respondents were not given a non-binary gender option. The majority of the respondents identified as female (82 percent) compared to 18 percent of respondents identified as male.

Figure 4.10: Respondents by Gender



Need and Demand Analysis

The need and demand analysis described are intended to evaluate area-wide need or demand at a planning level of analysis for Transit Alternatives. The methods were developed using data for rural counties and are most applicable for estimating need and demand in rural counties. The methods are also most useful in evaluating areas not currently served by public transit. The need and demand results described in this section are developed from Transit Cooperative Research Program (TCRP) Report 161, Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation. The estimation methods from TCRP Report 161 are utilized in estimating the demand for public transit in the Transit Alternatives service area. The purpose of this data is to help the providers and local decision-makers better define service needs and set realistic expectations for transit service and ridership. This also supports quantitative evidence of transit demand. **Table 4.3** illustrates the need and demand for the Transit Alternatives service area.

Need is defined in two ways; (1) as the number of people in a given geographic area likely to require a passenger transportation service and (2) the difference between the number of trips made by persons who reside in households owning no personal vehicle and the number of trips that would likely be made by those persons if they had access to a personal vehicle. This measure is referred to as the Mobility Gap.

Estimates of need for passenger transportation services for Transit Alternatives is presented as the number of persons residing in households with income below the poverty level (5,350), plus the number of persons residing in households owning no vehicle (2,187), producing a total of the number of persons in need of passenger transportation (7,500). The daily mobility gap need is 3,150 one-way passenger trips, equating to an annual mobility gap need of 943,700 one-way passenger trips. The estimates of need made using the mobility gap method are typically far greater than the number of trips actually observed on rural passenger transportation systems and are likely greater than the demand that would be generated for any practical level of service.

Estimating transit ridership demand is defined as the number of trips likely to be made over a given period within a given geographic area at a given price and level of service. Two methods for estimation of demand for general public transportation are utilized in the TCRP Report 161. The first method utilized for Transit Alternatives for estimating the demand expected for passenger transportation in rural areas not related to social-service programs and general public rural non-program demand equates to 49,460 annual one-way passenger trips. The second method utilized for Transit Alternatives for estimating the demand expected for general public rural passenger transportation utilizing NTD data equates to 64,000 annual one-way passenger trips.

Transit Alternatives annual ridership in FY 2017 of 144,044 exceeds the estimate for demand for general public rural transportation (49,460 annual one-way trips) and total rural non-program demand (64,000 annual one-way passenger trips). Transit Alternatives has done a good job maximizing ridership potential by providing trips for DAC's, medical providers and the general public throughout the hub city of Fergus Falls and neighboring communities in the county as well as into communities in neighboring counties. The TCRP Report 161 analysis defined the mobility gap need at 943,700 annual 1-way passenger trips for Transit Alternatives based on the 1,498 households in the service area with no vehicle available. A complete description of the need and demand methodology can be found as a Technical Memo in the **Appendix A**.

Table 4.3: Needs, Mobility Gap and Demand

Persons Residing in Households Owning No Vehicle	2,836
Households with No Vehicle Available	1,924
Annual One-Way Passenger Trips	
Daily Mobility Gap Need	4,040
Annual Mobility Gap Need	1,121,100
Demand for General Public Rural Transportation	57,100
Demand for Rural Non-Program Transportation	82,500

Source: 2017 American Community Survey

5. Capital

This chapter will describe the current status of Transit Alternatives capital inventory including fleet, facilities and technologies. Updates, upgrades and changes in capital investments made in recent years will be included as well as any future challenges or areas of change identified through this planning process.

Capital investments in the five-year plan will be based on three conditions:

1. Maintain current service levels
2. Expand service levels
3. Meet future expectations or respond to future conditions

Background

Transit Alternatives currently has 23 buses in its fleet. 19 are accessible lift-equipped class 400 medium-size light-duty transit buses while 4 are class 500 larger medium-duty transit bus. All buses were acquired between 2006 and 2018 and range in varied operating condition, based on age and current mileage. MnDOT categorizes class 400 buses to have a scheduled useful life of 5 years or 150,000 miles, while a class 500 bus is seven years or 200,000 miles.

Table 5.1: Fleet Roster

Local Fleet Number	Vehicle Year	Vehicle Class	Current Mileage	Vehicle Condition
10	2014	400	95,411	Good
15	2012	500	85,140	Good
20	2009	500	166,328	Fair
25	2014	400	87,861	Good
30	2018	400		Excellent
40	2011	400	147,928	Good
45	2014	400	107,451	Good
50	2013	500	66,320	Good
55	2014	400	119,738	Good
60	2016	400	50,642	Excellent
65	2016	400	78,237	Good
70	2012	400	86,214	Fair
75	2009	400	185,863	Poor
80	2009	500	130,245	Fair
85	2009	400	189,741	Poor
90	2011	400	132,846	Fair
905	2014	400	54,973	Good
908	2018	400		Excellent
910	2017	400	9,263	Good
911	2009	400	199,166	Poor
920	2017	400	20,530	Excellent
930	2017	400	2,104	Excellent
935	2017	400	2,261	Excellent
940	2017	400	N/A	Excellent

Figure 5.1: Transit Alternatives Otter Express Transit Bus

Transit Alternatives parent organization Productive Alternatives provides a primary vehicle storage garage adjoining Productive Alternatives main office facility. Transit Alternatives leases the garage facility from Productive Alternatives. The garage offers heated storage for the buses and also contains heated and air-conditioned administrative office, dispatching, break room and meeting space for transit staff. Transit Alternatives has utilized their entire property footprint for the vehicle storage garage and office space. Any expansion would require acquisition of adjacent property or construction of or rental of a facility in another location.

Transit Alternatives also stores vehicles in Perham, Moorhead and Parkers Prairie. Parkers Prairie and Moorhead storage are leased and indoors, while the three buses assigned to Perham are currently parked outside. The Parkers Prairie location has room for one bus and Moorhead has space for two buses. Neither Parkers Prairie or Moorhead vehicle storage garages are heated nor include office or driver break space.

Transit Alternatives currently utilizes a variety of technologies and equipment to conduct their day-to-day operations, both in terms of the transit service they provide and their internal processes. All buses are equipped with video surveillance cameras, VHF two-way radios and a basic cash collecting farebox. The transit office uses desktop computers for operating dispatching and scheduling software, email and other word processing functions and a phone for taking customer calls. Productive Alternatives provides financial administrative assistance through a cost allocation to the transit program budget. IT services are contracted out to a local business. Transit Alternatives office space is protected by a security system. **Table 5.2** below provides a summary of Transit Alternatives' current technologies and equipment.

Table 5.2: Current Technologies and Equipment

Use/Process	Technology/Equipment
Dispatch, scheduling	CTS Software
Fare collection	Diamond fare box, three counters
Email	Microsoft Outlook
Budgeting	Black Cat
Video surveillance	REI (4 camera system)
Security	Operations facility has security system
Communications	2-way radio, older VHF system

6. 2020-2025 Annual Needs

The purpose of this chapter is to layout the services, capital and financial projections needed for each year of the five-year plan. Included in each year will be a list of the services provided and the description of related capital and operating costs.

The annual work plans will become a preview of the management plan in the annual MnDOT financial application in future years. With a well-defined five-year plan, goals and ideas for improving transit service can be put into action with a blueprint for adding or expanding routes, adjusting specific hours of service and pursing funding to cover additional operating and capital expenses. Transit Alternatives has developed both constrained and unconstrained plans for the 2020 – 2025 timeframe. The constrained plan outlines routes, service hour adjustments and capital expenses that are feasible based on existing funding sources. As part of the FYTSP planning process, Transit Alternatives also identified operating and capital items that are desired or that could significantly improve the agency, but that might not currently be financially feasible due to existing funding constraints.

Constrained Plan

Fleet

Transit Alternatives have programmed replacement of 22 buses from 2018 through 2025, with the purchase of replacement buses planned throughout all years of this plan. The buses being replaced will meet the age and miles requirement set forth by MnDOT's Transit Asset Management (TAM) planning requirements to qualify for receiving state capital grant dollars. It is a prudent capital improvement program practice to operate a bus fleet that does not excessively exceed the replacement age and miles to avoid extraordinary repair costs typically associated with buses as they reach or exceed replacement age cycles. **Table 6.1** shows the existing Bus Replacement Plan and **Table 6.2** in the Summary section below contains a list of the fleet-related items in the Constrained Plan.

Table 6.1: Bus Replacement Plan

Replacement Plan	Number of Vehicles	Replacement Cost
2018	3	$243,000
2019	4	$385,000
2020	4	$406,000
2021	2	$168,000
2022	2	$265,000
2023	2	$275,000
2024	2	$186,000
2025	3	$285,000

Facility

Transit Alternatives primary vehicle storage garage property footprint has been filled with their current facility. Expansion of the primary garage has not been programmed in the Capital Improvement Plan, nor have expansion or improvement of leased vehicle storage facilities in Perham and Moorhead. Transit Alternatives does intend to acquire new storage facilities in Perham and Parkers Prairie to replace the facilities in both locations that they currently lease. In the event Transit Alternatives proposes an expansion project, it would need to develop a justification document and conduct a predesign and architectural plan to determine the space needs and provide an estimate of construction costs to MnDOT prior to submitting a funding grant submission. It should be noted that these facilities may be leased and thus would not be included in the Capital Plan. If the facility is leased, it will become an operating expense. **Table 6.2** in the Summary section below contains a list of the facility-related items in the Constrained Plan.

Technology

Transit Alternatives has not cited any technology needs under the Constrained Plan.

Other

Transit Alternatives has not cited any other uncategorized needs under the Constrained Plan.

Summary

Table 6.2 below provides a summary list of the fleet, facility, technology and other uncategorized items in Transit Alternatives' Constrained Plan, along with their costs.

Table 6.2: Constrained Plan Items

Category	Item	Cost
Fleet	Two ADA accessible vans to provide service where less capacity is needed	$80,000
Fleet	One staff vehicle for operations staff	$25,000
Facility	Vehicle storage garage in Perham	$300,000 construction cost estimate
Facility	Vehicle storage garage in Parkers Prairie	$75,000 construction cost estimate
Technology	Advanced Pickup Reminder Module	*
Other	No other items identified	

** Transit Alternatives will coordinate with their dispatch software provider (CTS Software) to explore opportunities to expand their capabilities by adding additional modules.*

Unconstrained Plan

Fleet

Transit Alternatives has not cited any fleet needs under the Unconstrained Plan.

Facility

Transit Alternatives has not cited any facility needs under the Unconstrained Plan.

Technology

Transit Alternatives has expressed a need for certain technology and equipment as part of their Unconstrained Plan. This need includes upgrading to an electronic fare collection system and acquiring other equipment for their surveillance and communications systems. **Table 6.3** in the Summary section below contains a list of the technology-related items in the Unconstrained Plan.

Other

Transit Alternatives has not cited any other uncategorized needs under the Unconstrained Plan.

Summary

Table 6.3 below provides a summary list of the fleet, facility, technology and other uncategorized items in Transit Alternatives' Unconstrained Plan, along with their costs.

Table 6.3: Unconstrained Plan Items

Category	Item	Cost
Fleet	No fleet expansion identified	
Facility	No facility expansion identified	
Technology	Electronic fare collection system	*
Technology	Wireless camera download access system	*
Technology	New two-way radios for buses (utilize 800 mhz ARMER system for greater radio coverage area)	$245 - $700 per pair
Other	No other items identified	

** Due to the nature of the market for developing and maintaining these emerging technologies, a competitive bid process and/or a peer review of existing transit agencies with similar implemented programs may need to be completed to develop cost estimates.*

7. System Performance

Performance Standards

MnDOT has established a recommended set of performance standards that all providers track and monitor as a way to measure and compare how systems are performing among the state's rural and community transit systems. The performance measure data collected by the systems are reported annually to MnDOT.

Throughout the GMTIP planning process, MnDOT identified 24 metrics in collaboration with Greater Minnesota transit providers. MnDOT highly recommends, each system choose, adopt and refine some of the proposed guidelines to reflect the operational characteristics of each system.

Of the 24 metrics, MnDOT has established six specific measures for each system to measure and each system will choose an additional three measures that best fit their respective operations. MnDOT wants to assure that the system measures are comparable by Minnesota and national peer transit system best practices, be based on the system's priorities and have available data from financial, ridership, safety and operations records.

Included in each performance measure is a description of the methodology used to define each target. Performance data described below is provided by the FTA Fiscal Year 2017 National Transit Database (NTD).

On-time Performance

For rural and community transit service operations, the pick-up window maximum is 45 minutes, with a 90 percent on time performance.

Transit Alternatives currently does not track on-time performance but will look at existing dispatch software to see if on-time performance tracking is possible.

Passengers per Hour

MnDOT's minimum passenger per hour standard for rural and community dial-a-ride service is three passengers per hour. Transit Alternatives averaged 4.3 passengers per hour in FY 2017 on annual ridership of 144,044 on 33,466 revenue hours. Transit Alternatives exceeded the State's recommended minimum passenger per hour performance measure.

Cost per Service Hour

MnDOT's maximum cost per service hour standard is $60 per service hour. Transit Alternatives cost per service hour averaged $51.73 in FY 2017 on revenue hours of 33,466 on $1,731,032 operating expenses. Transit Alternatives is below the State's recommended cost per service hour measure.

Cost per Trip

MnDOT's maximum cost per trip standard for is $15 per trip. Transit Alternatives cost per trip averaged $12.03 in FY 2017 on annual ridership of 144,044 on $1,731,032 in operating expenses. Transit Alternatives is below the State's recommended cost per trip measure.

MnDOT has developed the cost per trip measures described in **Table 7.1** as a guide for systems to use in determining how effective a particular service is performing and whether the service should be considered for restructuring.

Table 7.1: Cost Per Trip Performance Standard

Cost Per Trip	Monitoring Goal	Possible Action
20 to 35 percent over system average	For quick review	Minor modification to route
35 to 60 percent over system average	For intense review	Major changes to route
Greater than 60 percent over system average	For significant change	Restructure or eliminate to route

Trip Denials

MnDOT recommends that systems follow the Americans with Disabilities Act (ADA) trip denial definitions and process as described in circular FTA C 4710.1. Under the ADA circular, a transit agency cannot have substantial numbers of trip denials and missed trips. Trip denials result when agencies do not accept trip requests. Avoiding denials means properly planning service, allocating resources, and managing operations in order to meet 100 percent of expected demand. In order to ensure that a pattern or practice of substantial numbers of trip denials is not occurring, FTA expects transit agencies to document and analyze trip denials. FTA recommends including such details as the rider's identification, date of request, date and time of requested trip(s), origin and destination, and reason for denial. Counting the number of denials means accounting for all trips that the rider is unable to take because of a denial.

Transit Alternatives currently does not track trip denials. In the future, Transit Alternatives will utilize the spreadsheet provided by MnDOT to track denials if current dispatch software is not capable of tracking.

Span of Service

MnDOT recommends that rural and community transit systems meet 75 percent of the baseline span of service standard in each of the communities they serve based on a population-based scale. **Table 7.2** below illustrates the recommended span of service based on population area served.

Table 7.2: Span of Service Performance Standard

Population	Weekdays	Saturday	Sunday
Rural (less than 2,500)	8 hours per day at least 3 days per week	N/A	N/A
2,500 – 6,999	9	9	N/A
7,000 – 49,999	12	9	9
50,000 +	20	12	9

Transit Alternatives meets less than 75 percent of the baseline span of service in the communities served. This is less than the State's recommended baseline span of service percentage. Service is provided within Otter Tail County including the communities of Fergus Falls, Perham and Rothsay as well as Detroit Lakes, Audubon and Lake Park in Becker County, Breckenridge in Wilkin County, Hawley, Glyndon, Dilworth, Barnesville and Sabin in Clay County and Fargo, ND MATBUS Ground Transportation Center.

Span of service and days of week vary by county and community: Weekdays Monday through Friday service in Fergus Falls, Perham and Breckenridge; Saturday: Service in Fergus Falls only from 9AM to 3:30PM; Sunday: No service in any of the communities served.

Transit Alternatives service area population of communities served fall in four categories; rural (less than 2,500), 2,500 – 6,999, 7,000 – 49,999 and over 50,000. In these population categories, **Table 7.3** illustrates how Transit Alternatives provides weekday, Saturday and Sunday spans of service for communities served.

Table 7.3: Transit Alternatives Span of Service

Community	Weekday Hours	Saturday Hours	Sunday Hours
Population Category Rural (less than 2,500)	**8 hours/day – 3 days a week**	**N/A**	**N/A**
Breckenridge (Wilkin Co.)	8.5 hours/day M-F	0	0
Audubon (Becker Co.)	Two stops M-F 6:15AM – 5:48PM	0	0
Lake Park (Becker Co.)	Two stops M-F 6:20AM – 5:40PM	0	0
Hawley (Clay Co.)	Two stops M-F 6:30PM – 5:30PM	0	0
Glyndon (Clay Co.)	Two stops M-F 6:40AM – 5:20PM	0	0
Rothsay (Otter Tail & Wilkin Cos.)	Two stops M-F morning and afternoon	0	0
Sabin (Clay Co.)	Two stops M-F morning and afternoon	0	0
Population Category 6,999 – 2,500	**9**	**9**	**N/A**
Perham (Otter Tail Co.)	8.5 hours/day M-F	0	0
Dilworth (Clay Co.)	Two stops M-F 6:45AM – 5:15PM	0	0
Barnesville (Clay Co.)	Two stops M-F 6:25AM and afternoon	0	0
Population Category 49,999 – 7,000	**12**	**9**	**9**
Fergus Falls (Otter Tail Co.)	10.5	6.5	0
Detroit Lakes (Becker Co.)	Two stops M-F 6 AM – 6PM	0	0
Population Category 50,000+	**20**	**12**	**9**
Fargo, ND MATBUS GTC	Two stops M-F 7AM - 5PM	0	0

The following three additional performance measures have been identified by Transit Alternatives to incorporate into their annual performance measures report to MnDOT.

Service Hours per Capita

MnDOT recommends that the service hours per capita standard meet a minimum of .45 service hours per capita. Transit Alternatives provided .60 hours of service per capita in FY 2017 on 52,119 revenue hours on a service area population of 91,276. Transit Alternatives exceeded the State's recommended service hours per capital performance measure.

Farebox Recovery

MnDOT's recommended standard for farebox recovery is 15 percent. Transit Alternatives farebox recovery percentage was 5 percent in FY 2017 with $94,258 in farebox revenue on $1,731,032 in operating expenses. Farebox recovery is below the State's recommended farebox recovery percentage performance measure.

Accidents

MnDOT has established an accident standard measure of fewer than one recordable accident per 100,000 revenue miles. Transit Alternatives currently does not track accidents.

Current Performance

Table 7.4 shows Transit Alternatives current performance as it relates to MnDOT's required performance indicators.

Table 7.4: Current Performance Indicators

Transit Alternatives Performance Indicators	DAR (Target)	FY 2017 Actual	
On-time performance - Required to define and track/month, report annually	Rural Window – 45/45 minutes. 90% on time performance	Transit Alternatives does not currently track on-time performance	Required
Passengers per hour	3 pph	4.3	
Cost per service hour	$60	$51.73	
Cost Per Trip	$15	$12.03	
Denials - Required to track and report, annually	Transit systems must follow the ADA trip denial definitions and process. Transit Alternatives does not currently track service denials. Denial tracking will begin in 2019.		
% of communities with Baseline Span of Service - required to track and report, annually	75%	75%	
Service Hours Per Capita	0.45	0.3	Additional
Farebox Recovery	15%	5.4%	
Accidents	Fewer than 1 recordable accident per 100,000 revenue miles	N/A	

8. Operations

The Greater Minnesota Transit Investment Plan (GMTIP), completed in 2017, is a MnDOT investment and strategic plan for supporting public transit. It supports the state legislature's target of meeting 90 percent of the public transit need in Greater Minnesota by 2025. As the population of Greater Minnesota grows and ages, the need for public transit also increases. Greater Minnesota transit systems continue to add service hours to reach more communities and increase ridership. As ridership and hours of service have increased, so have costs. As required, the plan included different financial scenarios for transit funding, specifically an increase, a maintenance and contraction of funds. Identified through the GMTIP process, MnDOT's priority investments for transit service include:

1. Expand span of service hours to cover more days of the week and hours of the day
2. Invest in regional connections and cross-county service where there is a high level of travel between population and employment centers

This chapter will describe the services provided that make up the operating budget projections. These various costs include future changes that will impact the cost to provide service (i.e. increasing driver and staff wages and benefits, increased cost of insurance, fuel and maintenance) will be included in this analysis. Key issues and strategies to improve human resources, staffing, technology and marketing will be included.

Historical and Projected Annual Summary

Service

Transit Alternatives currently provides demand-response and flexible route transit services to Clay, Otter Tail and Wilkin Counties via the Otter Express. The service operates on Monday – Friday from 6AM – 6PM. Saturday service is offered from 9AM to 3:30PM in Fergus Falls. Transit Alternatives also offers two round trips to the Fargo Ground Transportation Center.

Staffing

Transit Alternatives operations are staffed by a Transit Director, one Operations Manager, one dispatch/driver supervisor, one full-time and one part-time dispatchers, and 14 full-time and 14 part-time drivers. Productive Alternatives provides financial administrative support to the transit program at an allocated

cost to the transit operations budget. Basic transit vehicle maintenance is outsourced to local repair shops unless the repairs are under warranty in which case the vehicle would be repaired by the bus dealer.

Constrained Plan

Service Adjustment

The service adjustments included in the Constrained Plan for Transit Alternatives entail increasing the span of service on weekdays and adding another bus to the services on Saturdays. **Table 8.1** below provides a detailed list of the service adjustments in the Constrained Plan.

Table 8.1: Constrained Plan – Service Adjustments

Adjustment	Description	Costs (Implementation Year Dollars)	Notes
Weekday Service Span Increase (System Wide)	Increase span by 1 hour 8 revenue vehicles 8 daily vehicle hours	$112,274 Annually	2020 implementation
Additional Vehicle for Saturday Service (Fergus Falls)	Saturday service span is 6.5 hours 1 revenue vehicle 6.5 daily vehicle hours	$18,284 Annually	2020 implementation
Additional Vehicle for Saturday Service (Perham)	1 revenue vehicle 9:00am – 4:00pm 7 daily vehicle hours	$20,282 Annually	2021 implementation

Staffing

In line with the addition of another bus to the Saturday services, Transit Alternatives plans to hire an additional driver to operate the added bus to Saturday service. **Table 8.2** below provides a summary of the staffing-related items in the Constrained Plan along with the costs.

Table 8.2: Constrained Plan – Staffing Items

Item	Cost
2 additional part-time drivers for increased Saturday service hours	$10,140

Unconstrained Plan

Service Adjustment

The Unconstrained Plan includes a new deviated fixed route in Fergus Falls on weekdays and Saturdays. **Figure 8.1** shows a map of the suggested deviated fixed route and **Table 8.3** below provides a detailed list of the service adjustments in the Unconstrained Plan.

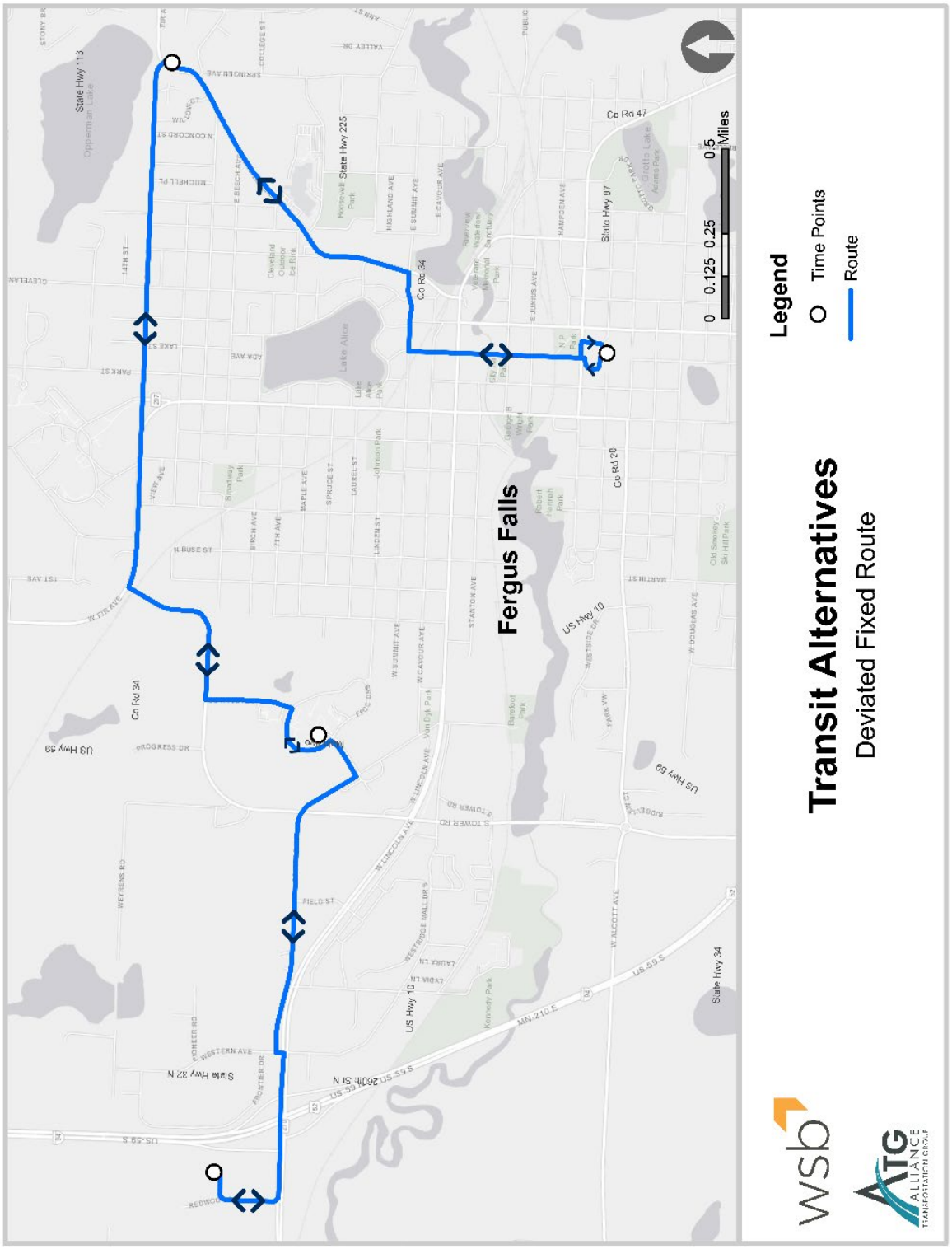
Table 8.3: Unconstrained Plan – Service Adjustments

Adjustment	Description	Costs (Implementation Year Dollars)	Notes
New Deviated Fixed Route Service Fergus Falls (Weekday)	7:30AM – 6:30PM, Monday – Friday, year-round 1 revenue vehicle 11.1 daily vehicle hours	$161,422 Annually	2021 Implementation
New Fixed Route Service Fergus Falls (Saturday)	9AM – 4PM, year-round 1 revenue vehicle 7.1 daily vehicle hours	$20,571 Annually	2021 Implementation

Staffing

Transit Alternatives has not cited a need for additional staffing under the Unconstrained Plan.

Figure 8.1: Unconstrained Plan – Transit Alternatives Deviated Fixed Route



9. Financial

Current transportation funding in Greater Minnesota includes federal, state and local resources. State law requires local participation in funding public transit services in Greater Minnesota. A statutory fixed-share funding formula sets a local share of operating costs at 15 percent the local share for capital is 20 percent.

State and federal funding for public transit covers the remaining 80 or 85 percent of costs awarded through the Public Transit Participation Program. The transit systems included in this project receive section 5311 Rural Area Formula Program grant funds. As the direct federal recipient of all Section 5311 funds, MnDOT solicits applications for funding, selects sub-recipients and enters into grant contracts with participating public transit operators. The 5311 transit systems provide nearly all service under the category of "demand-response," as is often the most appropriate approach to meet the needs of seniors and individuals with disability in rural Minnesota.

Minnesota Rules state the priorities for funding transit as follows:

1. Operating costs for existing public transit systems;
2. Capital costs for existing public transit systems; and
3. Operating and capital costs for the provision of public transit services in a community or area not currently served by public transit.

History

Historically, Transit Alternatives has funded its service through revenues generated from fares and through its parent company, Productive Alternatives. As Transit Alternatives moves into the future, it will need to ensure that it is meeting the local match required by MnDOT to fund both capital and operations costs.

2019-2025 Needs vs. Revenues Projected

Constrained Plan Needs

Operating and capital costs were projected for the years 2020 – 2025 to get a general understanding of how much need Transit Alternatives will have in the near future. Anticipating costs will help Transit Alternatives identify the local match amount required to obtain funding to cover the remaining costs. **Table 9.1** below shows the estimated operating, capital and total costs, as well as

estimated local match needed based on the total costs for 2020 – 2025 under the Constrained Plan for Transit Alternatives.

Table 9.1: Constrained Plan – 2020 – 2025 Needs

Year	Estimated Operating Costs	Estimated Capital Costs	Estimated Total Costs	Estimated Local Match Needed
2020	$1,845,793	$863,000	$2,708,793	$541,759
2021	$1,921,448	$273,000	$2,194,448	$438,890
2022	$1,979,092	$352,000	$2,331,092	$466,218
2023	$2,038,464	$275,000	$2,313,464	$462,693
2024	$2,099,618	$186,000	$2,285,618	$457,124
2025	$2,162,607	$380,000	$2,542,607	$508,521

Constrained Plan Revenues

In addition, Transit Alternatives revenues were projected for the years 2020 – 2025 based on revenues obtained from the provision of regular transit services (farebox revenues) as well as contract service revenues, when applicable. **Table 9.2** below shows the estimated farebox, contract service and total revenues that Transit Alternatives would accrue each year from 2020 – 2025 under the Constrained Plan.

Table 9.2: Constrained Plan – 2020 – 2025 Revenues Projected

Year	Estimated Farebox Revenues	Estimated Contract Service Revenues	Estimated Total Revenues
2020	$270,449	N/A	$270,449
2021	$280,879	N/A	$280,879
2022	$289,305	N/A	$289,305
2023	$297,985	N/A	$297,985
2024	$306,924	N/A	$306,924
2025	$316,132	N/A	$316,132

Constrained Plan Needs/Revenues Comparison

Table 9.3 below shows a comparison between Transit Alternatives' estimated local match needed and anticipated total revenue for each year from 2020 – 2025 under the Constrained Plan. The comparison reveals that Transit Alternatives has estimated revenues to match 50 percent of their required local match for 2020. Between 2021 – 2025, Transit Alternatives has estimated revenues to cover between 62 percent and 67 percent of their local match. Additional costs will

likely require funding through Productive Alternatives or through potential contract services.

Table 9.3: Constrained Plan – 2020 – 2025 Needs vs. Revenues

Year	Estimated Local Match Needed	Estimated Total Revenues	% of Local Match Covered by Revenues
2020	$541,759	$270,449	50%
2021	$438,890	$280,879	64%
2022	$466,218	$289,305	62%
2023	$462,693	$297,985	64%
2024	$457,124	$306,924	67%
2025	$508,521	$316,132	62%

Unconstrained Plan Needs

As with the Constrained Plan, Transit Alternative's costs under the Unconstrained Plan were projected for the years 2020 – 2025 to better understand near-term needs. **Table 9.4** below shows the estimated operating, capital, and total costs, as well as estimated local match needed based on the total costs for 2020 – 2025 under the Unconstrained Plan for Transit Alternatives.

Table 9.4: Unconstrained Plan – 2020 – 2025 Needs

Year	Estimated Operating Costs	Estimated Capital Costs	Estimated Total Costs	Estimated Local Match Needed
2020	$1,845,793	$863,000	$2,708,793	$541,759
2021	$2,103,441	$289,100	$2,392,541	$478,508
2022	$2,166,545	$352,000	$2,518,545	$503,709
2023	$2,231,541	$275,000	$2,506,541	$501,308
2024	$2,298,487	$186,000	$2,484,487	$496,897
2025	$2,367,442	$380,000	$2,747,442	$549,488

Unconstrained Plan Revenues

Transit Alternatives revenues were also projected under the Unconstrained Plan for the years 2020 – 2025. **Table 9.5** below shows the estimated farebox, contract service, and total revenues that Transit Alternatives would accrue each year from 2020 – 2025 under the Unconstrained Plan.

Table 9.5: Unconstrained Plan – 2020 – 2025 Revenues Projected

Year	Estimated Farebox Revenues	Estimated Contract Service Revenues	Estimated Total Revenues
2020	$270,449	N/A	$270,449
2021	$310,583	N/A	$310,583
2022	$319,900	N/A	$319,900
2023	$329,497	N/A	$329,497
2024	$339,382	N/A	$339,382
2025	$349,563	N/A	$349,563

Unconstrained Plan Needs/Revenues Comparison

Table 9.6 below shows a comparison between Transit Alternatives' estimated local match needed and anticipated total revenue for each year from 2020 – 2025 under the Unconstrained Plan. The comparison reveals that Transit Alternatives has estimated revenues similar to the Constrained Plan, largely due to minor variations in operating or capital costs between the two. The analysis shows that Transit Alternatives is estimated to generate 50 percent of their required local match in 2020. Between 2021 – 2025, Transit Alternatives has estimated revenues to cover between 64 percent and 68 percent of their local match. Additional costs will likely require funding through Productive Alternatives or through potential contract services.

Table 9.6: Unconstrained Plan – 2020 – 2025 Needs vs. Revenues

Year	Estimated Local Match Needed	Estimated Total Revenues	% of Local Match Covered by Revenues
2020	$541,759	$270,449	50%
2021	$478,508	$310,583	65%
2022	$503,709	$319,900	64%
2023	$501,308	$329,497	66%
2024	$496,897	$339,382	68%
2025	$549,488	$349,563	64%

10. Agency Strategic Direction

Requirements

Policies, including the Olmstead Plan and Americans With Disabilities requirements, are leading communities to explore ways of accommodating the needs of people with disabilities. A statutory goal of meeting 90 percent of the need for transit service by 2025 in Greater Minnesota also is focusing more attention on how to expand service around the state.

FTA

Olmstead Plan

The Olmstead Plan is a plan for public agencies to outline its responsibilities to persons with disabilities. The plan is based on the United States Supreme Court decision "*Olmstead v. L.C.*" which relates to the 1990 Americans with Disabilities Act (ADA). Based on the *Olmstead v. L.C.* decision, people with disabilities cannot be segregated based on Title II of the ADA.

The Olmstead decision defines how government services are provided by public agencies. Public agencies work to provide equal services to people with disabilities. MnDOT utilizes the Olmstead Plan to facilitate services to give persons with disabilities a choice.

Transportation is linked with the Olmstead Plan due to transportation's impact on independence and quality of life. Transportation connects people to employment, housing, education, health services and social activities. MnDOT and all agencies working with MnDOT work to provide people with disabilities access to reliable, cost-effective and accessible transportation choices.

Title VI

Title VI of the Civil Rights Act of 1964 is a federal law established to protect persons and groups from discrimination based on race, color and national origin. Title VI further states that persons and groups cannot be excluded in participation or denied benefits in any program or activity receiving federal financial assistance.

MnDOT works with the Office of Civil Rights to enforce Title VI. The Office of Civil Rights provides Title VI training and technical support to staff, processing Title VI complaints, conducting internal and external compliance reviews, reporting Title VI compliance activities and approving the Title VI policies.

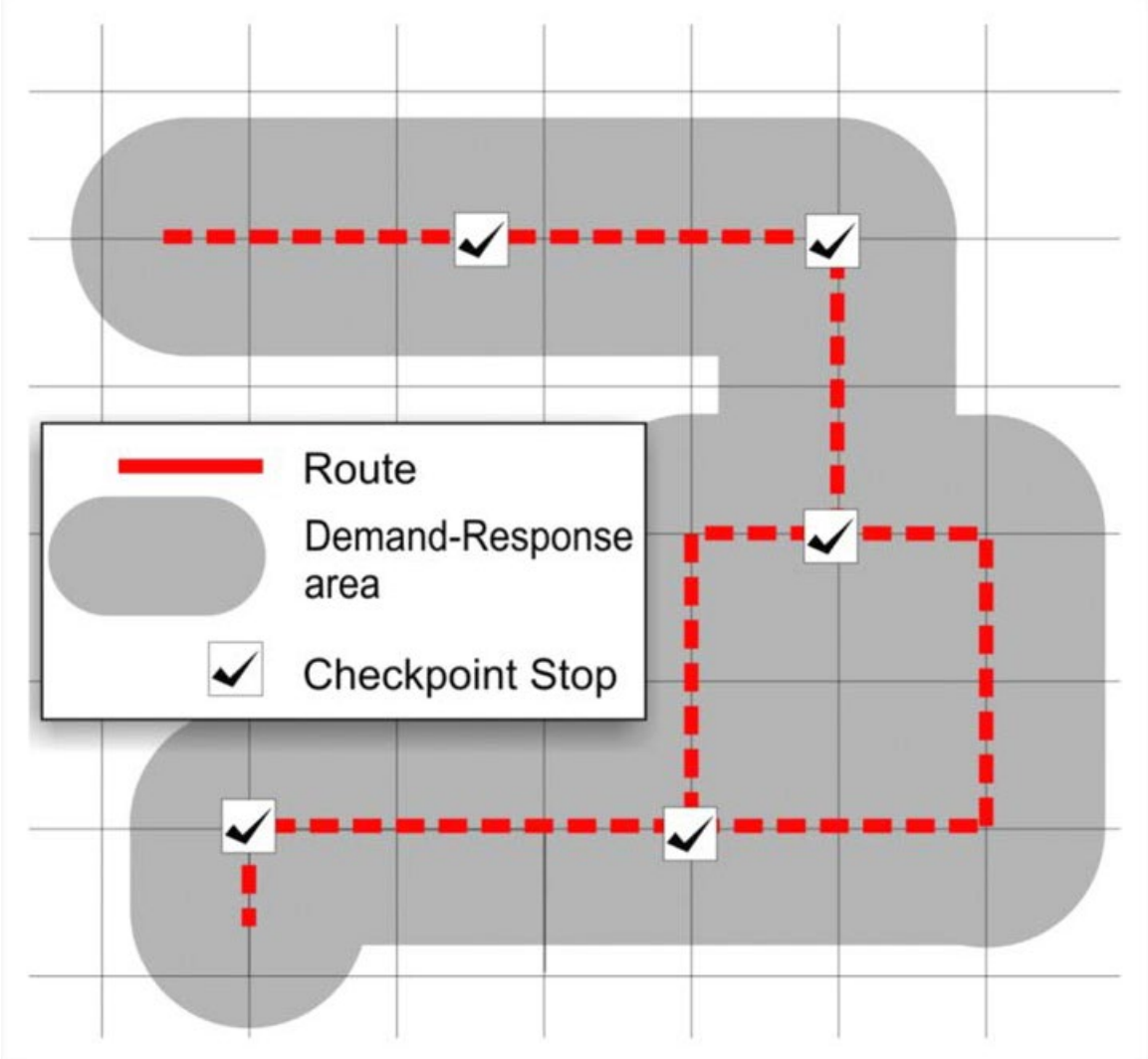
ADA

The Americans with Disabilities Act (ADA) is a 1990 civil rights law that prohibits the discrimination against individuals with disabilities. Title II of ADA requires that services and programs are inclusive to persons with disabilities. As a part of Title II, MnDOT and all public agencies are required to conduct a self-evaluation of its facilities, create an inventory of existing facilities and develop a transition plan to improve the quality and design standards of facilities.

MnDOT works with the Federal Transit Administration to ensure the Greater Minnesota Transit grant recipients comply with ADA standards. ADA transit-related services include ensuring that transit services and facilities are designed to allow access by individuals with disabilities as well as ensuring that transit vehicles purchased with federal funds meet accessibility standards.

Many rural and small community transit systems operate a deviated route system as a way to blend traditional fixed route style pick up locations with a demand response type operation. The illustration in **Figure 10.1** shows how a deviated route would be provided. The route with predetermined timepoints would be established while allowing riders to be picked up and dropped off within a zone surrounding the route. The route would meet ADA requirements by allowing pick up and drop off within a minimum ¾ mile of the route, which keeps the system in compliance with ADA regulations on complementary paratransit rules.

Figure 10.1: Deviated Routing Illustration



Transit Asset Management

Transit Asset Management (TAM) in MnDOT's Office of Transit and Active Transportation (OTAT) provides a standard, accountable and transparent program guidance for all Greater Minnesota transit providers. The National TAM System Final Rule (49 U.S.C. 625) requires that all agencies that receive federal financial assistance under 49 U.S.C. Chapter 53 and own, operate, or manage capital assets used in the provision of public transportation create a TAM Plan. TAM staff and the TAM Plan aid in the decision-making process of balancing asset needs and demands for rolling stock, facilities and equipment. Rolling stock mainly includes revenue bus vehicles and no rail vehicles. Equipment mainly includes non-revenue service vehicles. Facilities range from general purpose maintenance and

overnight storage facilities to combined administrative and maintenance facilities including service and inspection.

Maintenance Plans for both facilities and vehicles are essential to understanding and documenting how transit systems are maintaining their assets. Updating Maintenance Plans that are specific to the asset have been identified as a key component. Another key tool for making decisions about assets is the annual inspections conducted by OTAT personnel. This not only helps MnDOT understand that systems are maintaining their fleets per their Vehicle Maintenance Plans, it also lets MnDOT see firsthand the condition of the fleet in the field. The inspection also aids in keeping MnDOT in the loop on what issues the transit systems are facing regarding their fleet. Likewise, for transit facilities, MnDOT visits each federally funded facility as well as state funded facility and conducts an annual facility review. This allows MnDOT to verify that transit systems are maintaining their facility per their Facility Maintenance Plan and allows MnDOT to verify any issues with a facility.

To further enhance the TAM Plan, MnDOT added a Transit Asset Management module to the Black Cat Grants Managements System in 2017 that allows greater tracking of assets. Additionally, MnDOT completed an update to its TAM Plan in 2018 that included an inventory of the number and type of capital assets, a condition assessment of those inventoried assets for which a provider has direct capital responsibility, a description of analytical processes or decision-support tools that a provider uses to estimate capital investment needs over time and develop its investment prioritization, a discussion of prioritization investment direction and plan implementation strategies and recommendations including how OTAT will monitor, update and evaluate, as needed, the statewide 5311 TAM Plan and related business practices, to ensure the continuous improvement of its TAM practices.

Prior to 2020, fleet assets were prioritized based on life expectancy. For this FYTSP, the assets are identified for replacement based on the submitted Transit Asset Management plan submitted to FTA on October 1, 2018.

Opportunities

Transit Alternatives has opportunities to improve and enhance their transit services through increased coordination activities with other transportation providers and collaborating where services cross borders. Ridership growth will be experienced through the increased coordination in addition to implementation of new and expanded services. Continued capital investments in facilities and vehicle fleet will allow Transit Alternatives to provide high quality and reliable services.

Risks & Challenges

Transit Alternatives may face risks and challenges as many transit systems experience a lack of available CDL licensed drivers and being able to pay competitive wages. In addition, as many aging drivers leave the workforce they are not being replaced by younger drivers looking for a career in public transit.

Transit systems also need to find enough staff with the technical and supervisory skills to meet operational performance requirements set forth by MnDOT and the FTA. Generating local share funding for operations and capital grant matches will continue to be issues for city and county governments to deal with and willingness to provide that support. Transit systems will be challenged to keep up with replacement schedules for vehicles, equipment and facilities. Implementation of Transit Asset Management (TAM) strategies will be a guide for Transit Alternatives to follow.

11. Increasing Transit Use for Transit Alternatives

Marketing

Transit Alternatives hosts and maintains their own website web pages, which provides only basic information about their transit services. Transit Alternatives does not publish individual service area schedules, but rather describes services by community served by day and span of service. All Transit Alternatives services are dial-a-ride and scheduled by appointment by phone.

Action Plan

Transit Alternatives can improve marketing outreach through an improved website information and design plan as well as an advertising and marketing plan to promote the services of the transit system. Route and service area schedules should be distributed and offered in printed as well as online formats to the public.

APPENDIX A – Need and Demand Analysis

Technical Memorandum

To: Transit Alternatives Five Year Transit System Plan

From: WSB

Date: April 1, 2019

Re: Transit Alternatives Need and Demand Analysis

Background

MnDOT has created a goal to increase transit ridership among all the transit providers in greater Minnesota. The Greater Minnesota Transit Investment Plan (GMTIP), completed in 2017, set forth a legislative target to meet 90 percent of the transit service demand by 2025. Public transit throughout greater Minnesota is a community asset that provides necessary transportation for many persons who do not have access to their own means of transportation and for individuals who choose to use public transit services. Having access to public transit services improves economic vitality, quality of life and enhances community development in communities throughout the state.

Several strategies were set forth in development of the GMTIP. Each of these strategies are described in greater detail in the Five-Year Transit System Plan (FYTSP). The strategies are:

- Improve public transit service coverage in Greater Minnesota
- Improve regional connections and cross-system trips in Greater Minnesota
- Make public transit a viable choice for transportation in Greater Minnesota
- Improve public transit service quality based on performance standards
- Create investment and performance-based policies based on the Regional Trade Center guidelines
- Support coordination between public transit systems and other transportation providers
- Make investment decisions based on performance standards

The need and demand analysis evaluates area-wide transit need or demand for Transit Alternatives. The methods were developed using data for rural counties and are most applicable for estimating need and demand in rural counties. The analysis is beneficial for evaluating areas not currently served by public transit.

The need and demand results described in this section are developed from Transit Cooperative Research Program (TCRP) Report 161, Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation. The estimation methods from TCRP Report 161 are utilized in estimating the demand for public transit in the Transit Alternatives service area. The purpose of this data is to help the providers and local decision-makers better define service needs and set realistic expectations for transit service and ridership. This also supports quantitative evidence of transit demand.

The need and demand analysis can be used to describe the gaps between existing transit service and where services could be expanded to meet demands. To build ridership demand, public transit service providers typically use marketing and promotion techniques to generate trips from existing and new services. New service areas and routes many times take several months to build consistent ridership to meet ridership performance goals.

Need
Need is defined in two ways:

1. The number of people in a geographic area likely to require a public transportation service and
2. The difference between the number of trips made by persons who reside in households owning no personal vehicle and the number of trips that would likely be made by those persons if they had access to a personal vehicle.

This measure is referred to as the Mobility Gap.

Because the incremental cost of a trip, using a car is a low cost for those who have access to and ability to use a car, the difference between the number of daily trips made by persons with ready availability to a personal vehicle and by those lacking access is used as the indicator of the unmet need for additional person-trips. Not all unmet need will be fulfilled by public passenger transportation services. Persons lacking a personal vehicle or the ability to drive receive transportation from friends, relatives, volunteers, and social-service agencies, as well as from public services.

Estimates of need for passenger transportation services for Transit Alternatives in **Table 1** is presented as the number of persons residing in households with income below the poverty level, plus the number of persons residing in households owning no vehicle, producing a total of the number of persons in need of passenger transportation.

Table 1: Transit Alternatives
Worksheet for Documenting Persons with Transportation Needs

Persons residing in households with income below the poverty level	5,350
Persons residing in households owning no automobile	2,187
Persons in need of passenger transportation services	7,500

Source: 2017 American Community Survey

To produce an estimate for annual need, the daily Mobility Gap figure is multiplied by 300 days. This figure reflects that trip need is likely reduced on the weekends, but annual need is not just associated with weekdays. For Transit Alternatives, this results in an annual need of 943,700 annual trips shown in **Table 2**.

Table 2: **Transit Alternatives Mobility Gap Calculation**

Households with No Vehicle Available	1,498
Gap Number (State of Minnesota)	x 2.1
Daily Mobility Gap Need (Daily 1-way passenger trips)	3,150
Annual Mobility Gap Need (Annual 1-way passenger trips)	943,700

Source: 2017 American Community Survey

The need estimates calculated from the Mobility Gap method are typically far greater than the number of trips observed on rural passenger transportation systems and are likely greater than the demand that would be generated for any practical level of service. Much of the remaining trip-based Mobility Gap is likely filled by friends and relatives driving residents of non-car-owning households. Therefore, agencies choosing to use the Mobility Gap may wish to establish a target or goal for the proportion of the gap to be satisfied by publicly provided services. In the testing of these suggested methodologies with several rural transit agencies, it was found that only about 20 percent of the Mobility Gap trip-based need was met.

Demand
Estimating transit ridership demand is defined as the number of trips likely to be made over a given period within a given geographic area at a given price and level of service. The procedures for preparing forecasts of demand have been stratified by market:

- Public (i.e., Section 5311 funded) services
- Program or sponsored trips
- Fixed-route service in small urban towns in rural areas
- Commuters from rural areas to central cities

Two methods are used to calculate a demand estimate for general public transportation based on the TCRP Report 161:

1. Using population age 60+, population age 18 – 64 with a mobility limitation and persons living in households with no vehicle available
2. Using annual vehicle-miles of service as reported to the Federal Transit Administration 2017 National Transit Database addresses demand based on need and the supply of service. This NTD method provides a figure for demand that is not tied to a specific market but provides an estimate for demand for transportation in general.

The first method utilized for Transit Alternatives for estimating the demand expected for passenger transportation in rural areas not related to social-service programs, general public rural non-program demand is described below:

Non-program Demand = (2.20 × Population age 60+) + (5.21 × Mobility Limited Population age 18 to 64) + (1.52 × Residents of Households having No Vehicle)

Table 3: **Transit Alternatives General Public Rural Non-Program Demand**

Population Age 60+	17,615	x 2.2	38,753
Population Age 18 – 64 with a Mobility Limitation	1,417	x 5.21	7,383
Persons Living in Households with No Vehicle Available	2,187	x 1.52	3,324
Estimate of Demand for General Public Rural Transportation (Annual 1-way passenger trips)			49,460

Source: 2017 American Community Survey

The second method utilized for Transit Alternatives for estimating the demand expected for general public rural passenger transportation utilizing NTD data is shown in **Table 4**.

Table 4: **Transit Alternatives General Public Rural Passenger Transportation Demand**

Annual Revenue-Miles	474,057
Total Rural Non-Program Demand (Annual 1-way passenger trips)	64,000

Source: 2017 National Transit Database

Transit Alternatives annual ridership in FY 2017 of 144,044 exceeds the estimate for demand for general public rural transportation (49,460 annual 1-way trips) and total rural non-program demand (64,000 annual 1-way passenger trips). Transit Alternatives has maximized ridership potential by providing trips for DAC's, medical providers and the general public throughout the hub city of Fergus Falls and neighboring communities in the county as well as into communities in neighboring counties.

The TCRP Report 161 analysis defined the mobility gap need at 943,700 annual 1-way passenger trips for Transit Alternatives based on the 1,498 households in the service area with no vehicle available.

APPENDIX B – Transit Access Management Plan (TAM)

Transit Asset Management (TAM) in MnDOT's Office of Transit and Active Transportation (OTAT) provides consistent, accountable, and transparent program guidance for all Greater Minnesota transit providers. The National TAM System Final Rule (49 U.S.C. 625) requires that all agencies that receive federal financial assistance under 49 U.S.C. Chapter 53 and own, operate, or manage capital assets used in the provision of public transportation create a TAM Plan. TAM staff and the TAM Plan aid in the decision-making process of balancing asset needs and demands for rolling stock, facilities, and equipment. Rolling stock mainly includes revenue bus vehicles and no rail vehicles. Equipment mainly includes non-revenue service vehicles. Facilities range from general purpose maintenance and overnight storage facilities to combined administrative and maintenance facilities including service and inspection.

Maintenance Plans for both facilities and vehicles are key to understanding and documenting how transit systems are maintaining their assets. Thus, having updated and relevant Maintenance Plans that are specific to the asset have been identified as a key component. Another key tool for making decisions about assets is the annual inspections conducted by OTAT personnel. This not only helps MnDOT understand that systems are maintaining their fleets per their Vehicle Maintenance Plans, it also lets MnDOT see firsthand the condition of the fleet in the field. The inspection also aids in keeping MnDOT in the loop on what issues the transit systems are facing regarding their fleet. Likewise, for transit facilities, MnDOT visits each federally funded facility as well as state funded facility and conducts an annual facility review. This allows MnDOT to verify that transit systems are maintaining their facility per their Facility Maintenance Plan and allows MnDOT to verify any issues with a facility.

To further enhance the TAM Plan, MnDOT added a Transit Asset Management module to the BlackCat Grants Managements System in 2017 that allows greater tracking of assets. Additionally, MnDOT completed an update to its TAM Plan in 2018 that included an inventory of the number and type of capital assets, a condition assessment of those inventoried assets for which a provider has direct capital responsibility, a description of analytical processes or decision-support tools that a provider uses to estimate capital investment needs over time and develop its investment prioritization, a discussion of prioritization investment direction, and plan implementation strategies and recommendations including how OTAT will monitor, update, and evaluate, as needed, the statewide 5311 TAM Plan and related business practices, to ensure the continuous improvement of its TAM practices.

Prior to 2020, fleet assets were prioritized based on life expectancy. For this FYTSP, the assets are identified for replacement based on the submitted Transit Asset Management plan submitted to FTA on October 1, 2018.

APPENDIX C – Glossary of Terms

Access: The opportunity to reach a given destination within a certain timeframe or without significant physical, social, or economic barriers.

Accessible vehicle: A public transportation vehicle that does not restrict access, is usable and provides allocated space and/or priority seating for individuals who use mobility devices.

Adult: Any person between the ages of 18 and 59 years.

Americans with Disabilities Act (ADA): The Americans with Disabilities Act, passed in July 1991, gave direction to local transit agencies to ensure full access to transportation for persons with disabilities.

Capital cost: The cost of equipment and facilities required to support transportation systems including: vehicles, radios, shelters, software, etc.

Central Transfer Point: A central meeting place where routes or zonal demand-responsive buses intersect so that passengers may transfer. Routes are often timed to facilitate transferring and depart once passengers have had time to transfer. When all routes arrive and depart at the same time, the system is called a ***pulse system.*** The ***central transfer point*** simplifies transfers when there are many routes (particularly ***radial routes***), several different modes, and/or paratransit zones. A downtown retail area is often an appropriate site for a ***central transfer point,*** as it is likely to be a popular ***destination,*** a place of traffic congestion and limited parking, and a place where riders are likely to feel safe waiting for the next bus. Strategic placement of the transfer point can attract riders to the system and may provide an opportunity for joint marketing promotions with local merchants.

Children: Any person younger than the "student" category cited above. May be defined locally as long as it is consistent. Children are to be counted as passengers regardless of whether a fare is paid.

Circulator: A bus that makes frequent trips around a small geographic area with numerous stops around the route. It is typically operated in a downtown area or area attracting tourists, where parking is limited, roads are congested, and ***trip generators*** are spread around the area. It may be operated all-day or only at times of ***peak*** demand, such as rush hour or lunchtime.

Coordination: Coordination means pooling the transportation resources and activities of several agencies. The owners of transportation assets talk to each other to find ways to mutually benefit their agencies and their customers. Coordination models can range in scope from sharing information, to sharing equipment and facilities, to integrated scheduling and dispatching of services, to the provision of services by only one transportation provider (with other former providers now purchasing services). Coordination may involve human service agencies working with each other or with public transit operations.

Commuter Bus Service: Transportation designed for daily, round-trip service, which accommodates a typical 8-hour, daytime work shift (e.g., an outbound trip arriving at an employment center by 8:00 a.m., with the return trip departing after 5:00 p.m.).

Dedicated funding source: A funding source which by law, is available for use only to support a specific purpose and cannot be diverted to other uses; e.g., the federal gasoline tax can only be used for highway investments and, since 1983, for transit capital projects.

Demand-Responsive Service: Service to individuals that is activated based on passenger requests. Usually passengers call the scheduler or dispatcher and request rides for dates and times. A trip is scheduled for that passenger, which may be canceled by the passenger. Usually involves curb-to-curb or door-to-door service. Trips may be scheduled on an advanced reservation basis or in "real-time." Usually smaller vehicles are used to provide demand responsive service. This type of service usually provides the highest level of service to the passenger but is the most expensive for the transit system to operate in terms of cost per trip. In rural areas with relatively high populations of elderly persons and persons with disabilities, demand-responsive service is sometimes the most appropriate type of service. Sub-options within this service type are discussed in order of least structured to most structured, in terms of routing and scheduling.

- ***Pure Demand-Responsive Service:*** Drivers pick up and drop off passengers at any point in the service area, based on instructions from the dispatcher. In pure demand responsive systems, the dispatcher combines immediate requests, reservations, and subscription service for the most efficient use of each driver's time.

- ***Zonal Demand-Responsive Service:*** The service area is divided into zones. Buses pick up and drop off passengers only within the assigned zone. When the drop off is in another zone, the dispatcher chooses a meeting point at the zone boundary for passenger transfer or a central transfer is used. This system ensures that a vehicle will always be within each zone when rides are requested.
- ***Flexibly Routed and Scheduled Services:*** Flexibly routed and scheduled services have some characteristics of both fixed route and demand-responsive services. In areas where demand for travel follows certain patterns routinely, but the demand for these patterns is not high enough to warrant a fixed route, service options such as checkpoint service, point deviation, route deviation, service routes, or subscription service might be the answer. These are all examples of flexible routing and schedules, and each may help the transit system make its demand-responsive services more efficient while still maintaining much of the flexibility of demand responsiveness.

Dial-A-Ride Service: A name that is commonly used for demand-responsive service. It is helpful in marketing the service to the community, as the meaning of "dial-a-ride" may be more self-explanatory than "demand-responsive" to someone unfamiliar with transportation terms.

Disabled: A passenger who has a physical or mental impairment that substantially limits one or more major life activities. (Include all disabled passengers regardless of age.)

Elderly: Any person aged 60 years or older.

Express Bus Service: Express bus service characteristics include direct service from a limited number of origins to a limited number of destinations with no intermediate stops. Typically, express bus service is fixed route/fixed schedule and is used for longer distance commuter trips. The term may also refer to a bus which makes a limited number of stops while a local bus makes many stops along the same route but as a result takes much longer.

Farebox Recovery Ratio: The percentage of operating costs covered by revenue from fares and contract revenue (total fare revenue and total contract revenue divided by the total operating cost).

Fares: Revenue from cash, tickets and pass receipts given by passengers as payment for public transit rides.

Federal Transit Administration (FTA): An operating administration within the United States Department of Transportation that administers federal programs and provides financial assistance to public transit.

Feeder Service: Local transportation service that provides passengers with connections to a longer-distance transportation service. Like ***connector service,*** feeder service is service in which a ***transfer*** to or from another transit system, such as an ***intercity bus*** route, is the focal point or primary destination. **Fixed Route:** Transportation service operated over a set route or network of routes on a regular time schedule.

Goal: A community's statement of values for what it wants to achieve.

Headway: The length of time between vehicles moving in the same direction on a route. Headways are called short if the time between vehicles is short and long if the time between them is long. When headways are short, the service is said to be operating at a high frequency; if headways are long, service is operating at a low frequency.

Intercity Bus Service: Regularly scheduled bus service for the public that operates with limited stops over fixed routes connecting two or more urban areas not near, that has the capacity for transporting baggage carried by passengers, and that makes meaningful connections with scheduled intercity bus service to more distant points, if such service is available. Intercity bus service may include local and regional ***feeder services***, if those services are designed expressly to connect to the broader intercity bus network.

MAP-21: Moving Ahead for Progress in the 21st Century Act, signed into law in July 2012. MAP21 established surface transportation funding programs for federal fiscal years 2013 and 2014.

Measure: A basis for comparison, or a reference point against which other factors can be evaluated.

Motor vehicle sales tax (MVST): A source of revenue for Minnesota public transit. The percentages of this revenue source designated for metropolitan area and Greater Minnesota transit are defined in Minn. Stat. 297B.09.

Operating expenditures: The recurring costs of providing transit service; e.g., wages, salaries, fuel, oil, taxes, maintenance, insurance, marketing, etc.

Operating revenue: The total revenue earned by a transit agency through its transit operations. It includes passenger fares, advertising and other revenues.

Total operating cost: The total of all operating costs incurred during the transit system calendar year, excluding expenses associated with capital grants.

Paratransit Service: "Paratransit" means the transportation of passengers by motor vehicle or other means of conveyance by persons operating on a regular and continuing basis and the transportation or delivery of packages in conjunction with an operation having the transportation of passengers as its primary and predominant purpose and activity but excluding regular route transit. "Paratransit" includes transportation by car pool and commuter van, point deviation and route deviation services, shared-ride taxi service, dial-a-ride service, and other similar services.

Point Deviation Service: A type of flexible route transit service in which fixed scheduled stops (points) are established but the vehicle may follow any route needed to pick up individuals along the way if the vehicle can make it to the fixed points on schedule. This type of service usually provides access to a broader geographic area than does fixed route service but is not as flexible in scheduling options as demand-responsive service. It is appropriate when riders change from day to day but the same few destinations are consistently in demand. Also, sometimes called checkpoint service.

Performance Indicator: An indicator is a metric that provides meaningful information about the condition or performance of the transportation system but is neither managed to nor use to evaluate the effectiveness of policies, strategies or investments.

Performance Measure: A performance measure is a metric that measures progress toward a goal, outcome or objective. This definition covers metrics used to make decisions or evaluate the effectiveness or adequacy of a policy, strategy or investment.

Performance Target: A target is a specific performance level representing the achievement of a goal, outcome or objective

Public transportation: Transportation service that is available to any person upon payment of the fare either directly, subsidized by public policy, or through some contractual arrangement, and which cannot be reserved for the private or exclusive use of one individual or group. "Public" in this sense refers to the access to the service, not to the ownership of the system that provides the service.

Revenue hours: The number of transit vehicle hours when passengers are being transported. Calculated by taking the total time when a vehicle is available to the public with the expectation of carrying passengers. Excludes deadhead hours, when buses are positioning but not carrying passengers, but includes recovery/layover time.

Ridership: The total of all unlinked passenger trips including transfers.

Ridesharing: A form of transportation, other than public transit, in which more than one person shares the use of a vehicle, such as a van or car, to make a trip. Variations include carpooling or vanpooling.

Route Deviation Service: Transit buses travel along a predetermined alignment or path with scheduled time points at each terminal point and in some instances at key intermediate locations. Route deviation service is different than conventional fixed route bus service in that the vehicle may leave the route upon requests of passengers to be picked up or returned to destinations near the route. Following an off-route deviation, the vehicle typically returns to the point at which it left the route. Passengers may call in advance for route deviation or may access the system at predetermined route stops. The limited geographic area within which the vehicle may travel off the route is known as the route deviation corridor.

Section 5304 (State Transportation and Planning Program): The section of the Federal Transit Act of 1991, as amended, that provides financial assistance to the states for purposes of planning, technical studies and assistance, demonstrations, management training and cooperative research activities.

Section 5307 (Urbanized Area Formula Program): The section of the Federal Transit Act of 1991, as amended, that authorizes grants to public transit systems in urban areas with populations of more than 50,000 for both capital and operating projects. Based on population and density figures, these funds are distributed directly to the transit agency from the FTA.

Section 5310 (Enhanced Mobility for Seniors and Persons with Disability): The section of the Federal Transit Act of 1991, as amended, that provides grant funds for the purchase of accessible vehicles and related support equipment for private non-profit organizations to serve elderly and/or disabled people, public bodies that coordinate services for elderly and disabled, or any public body that certifies to the state that non-profits in the area are not readily available to carry out the services.

Section 5311 (Non-urbanized Area Formula Program): The section of the Federal Transit Act of 1991, as amended, that authorizes grants to public transit systems in non-urbanized areas (fewer than 50,000 population). The funds initially go to the governor of each state. In Minnesota, MnDOT administers these funds.

Service Area: The geographic area that coincides with a transit system's legal operating limits; e.g., city limits, county boundary, etc.

Service Gaps: Service gaps can occur when certain geographic segments cannot be covered by transportation services. This term can also refer to instances where service delivery is not available to a certain group of riders, or at a specific time.

Service Span: The duration of time that service is made available or operated during the service day; e.g., 6 a.m. to 10 p.m.

Standard: A recommendation that leads or directs a course of action to achieve a certain goal. A standard is the expected outcome for the measure that will allow a service to be evaluated. There are two sets of transit standards.

- ***Service design and operating standards***: Guidelines for the design of new and improved services and the operation of the transit system.
- ***Service performance standards****:* The evaluation of the performance of the existing transit system and of alternative service improvements using ***performance measures***.

Student: Any person between the ages of 6 and 17 years. May be defined locally as long as it is consistent.

Transfer: Passengers arrive on one bus and leave on another (totally separate) bus to continue their trip. The boarding of the second vehicle is counted as an ***unlinked passenger trip.***

Transit: Transportation by bus, rail or other conveyance, either publicly or privately owned, that provides general or special service on a regular and continuing basis. The term includes fixed route and paratransit services as well as ridesharing. Also known as mass transportation, mass transit, or public transit.

Transit dependent: A description for a population or person who does not have immediate access to a private vehicle, or because of age or health reasons cannot drive and must rely on others for transportation.

Passenger Trips (Unlinked): Typically, one passenger trip is recorded any time a passenger boards a transportation vehicle or other conveyance used to provide transportation. "Unlinked" means that one trip is recorded each time a passenger boards a vehicle, no matter how many vehicles that passenger uses to travel from their origin to their destination.

Passenger Trips: A trip is one passenger making a one-way trip from origin to destination. For example, if a passenger travels from home to the store, then from the store to the library and then returns home, that is three trips. Trips should be counted regardless of whether an individual fare is collected for each leg of the travel.

Passenger trips may only be counted in one category. If a passenger falls in to more than one category, make a determination which one to use and be consistent throughout.

Transit Subsidy: The operating costs not covered by revenue from ***fares*** or contracts.

Trip Denial: A trip denial occurs when a trip is requested by a passenger, but the transportation provider cannot provide the service. Trip denial may happen because capacity is not available at the requested time. For ADA paratransit, a capacity denial is specifically defined as occurring if a trip cannot be accommodated within the negotiated pick-up window. Even if a trip is provided, if it is scheduled outside the +60/-60-minute window, it is considered a denial. If the passenger refused to accept a trip offered within the +60/-60-minute pick-up window, it is considered a refusal, not a capacity denial.

Volunteers: Volunteers are persons who offer services to others but do not accept monetary or material compensation for the services that they provide. In some volunteer programs, the volunteers are reimbursed for their out-of-pocket

expenses; for example, volunteers who drive their own cars may receive reimbursement based on miles driven for the expenses that they are assumed to have incurred, such as gasoline, repair, and insurance expenses.

APPENDIX D – Transit Funding in Minnesota

Transit funding is comprised of:

- Federal Transit Funding
- State General Fund appropriations
- State Motor Vehicle Sales Tax (MVST)
- State Motor Vehicle Lease Sales Tax (MVLST)
- Local Share: farebox recovery, local tax levies, local contracts for service

PROGRAM	DESCRIPTION	2017 TOTAL	% OF GRAND TOTAL
5307	Urbanized Area Formula Program: Operating and capital assistance for public transportation in urban areas (including Duluth, East Grand Forks, La Crescent, Mankato, Moorhead, Rochester, St. Cloud and metropolitan Twin Cities.)	$63,248,281	43.23%
5310	Elderly Individuals and Individuals with Disabilities Program: Capital and operating assistance grants for organizations that serve elderly and/or persons with disabilities	$3,846,676	2.63%
5311	Non-urbanized Area Formula Program: Capital and operating funding for small urban and rural areas; includes intercity bus transportation	$15,863,833	10.84%
5311(b)(3)	Rural Transit Assistance Program: Research, training and technical assistance for transit operators in non-urbanized areas	$249,893	0.17%
5311(c)	Public Transportation on Indian Reservations: Capital and operating funding for tribes	$2,044,800	1.40%
5337	State of Good Repair Program: Funding to upgrade rail transit systems and high-intensity motor bus systems that use high-occupancy vehicle lanes, includes bus rapid transit	$15,313,475	10.47%
5339	Bus and Bus Facilities Program: Funding to assist in procurement or construction of vehicles and facilities	$7,068,088	4.83%
FHWA Flexible Funds	Congestion Mitigation and Air Quality: Funding for transit capital projects	$23,765,609	16.2%
	Surface Transportation Program: Funding for transit capital projects in Minnesota	$3,014,400	2.06%

Transit services have received funding from the state's general fund every year for decades. Recent general fund appropriations:

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MnDOT Transit Funding

	Actual				Forecast			
	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
General Fund	$ 16	$ 23	$ 20	$ 20	$ 1	$ 17	$ 17	$ 17
Transit Assistance Fund								
Motor Vehicle Sales Tax	26	28	29	30	31	32	33	34
Motor Vehicle Lease Tax	23	23	29	33	37	37	38	38
Total Funding*	$ 64	$ 74	$ 77	$ 83	$ 68	$ 87	$ 88	$ 89

General Fund Appropriations

Transit services have received funding from the state's general fund every year for decades. Recent general fund appropriations:

Greater Minnesota Transit

FY14 - $16,451,000 FY15 - $16,470,000

FY16 - $19,745,000 FY17 - $19,745,000

FY18 - $ 570,000 FY19 - $17,395,000

FY20 (Base) $17,245,000 FY21 (Base) $17,245,000

Transit Assistance Fund

The Transit Assistance Fund (TAF) receives revenue from the Motor Vehicle Sales Tax (MVST) and Motor Vehicle Lease Sales Tax (MVLST). The MVST appropriation must be at least 40 percent of the total revenue according to the Minnesota Constitution, and is currently set at 40 percent by statute (Minn. Stat. 297B.09). Of this revenue, 90 percent is allocated to metropolitan transit (36 percent of total MVST) and 10 percent is allocated to Greater Minnesota Transit (4 percent of total MVST).

As of FY 2018, all revenue from the MVLST is reallocated for transportation purposes. **38 percent of all MVLST revenue will be allocated to the Transit Assistance Fund for Greater Minnesota Transit**. Previously, the fund received 50 percent of the total MVLST revenues above the first $32 million that was dedicated to the General Fund. Table 2

shows the Transit Assistance Fund revenue received from the MVST and MVLST and distributed to Greater Minnesota Transit (MnDOT) and to the Metro Council.

Table 2: Transit Assistance Fund - Revenues and Expenditures 2009 - 2018

		Expenditures		
Year	Revenues	Total	Greater MN Transit	Metro Council
FY 2009	$130,333,000	$129,935,000	$7,333,000	$122,602,000
FY 2010	$162,777,000	$156,136,000	$14,216,000	$141,920,000
FY 2011	$202,570,000	$203,849,000	$26,671,000	$177,178,000
FY 2012	$232,866,000	$223,254,000	$22,043,000	$201,210,000
FY 2013	$253,552,000	$234,570,000	$23,641,000	$210,929,000
FY 2014	$278,721,000	$281,527,000	$46,612,000	$234,915,000
FY 2015	$300,967,000	$282,752,000	$29,821,000	$252,931,000
FY 2016 Enacted	$310,381,000	$341,877,000	$84,809,000	$257,068,000
FY 2017 Enacted	$335,888,000	$333,568,000	$55,632,000	$277,936,000
FY 2018 Enacted	$358,863,000	$356,503,000	$60,013,000	$296,490,000

Source: 2012 - 2018, Consolidated Fund Statement - 2018 February Forecast. (March 15, 2018) https://mn.gov/mmb/assets/cfs-feb18fcst_tcm1059-330451.pdf

The source for the years 2009 through 2011, is fund balance documents issued at that time.

Local Revenues

State law requires local participation in funding public transit services in Greater Minnesota. A statutory fixed-share funding formula sets a local share of operating costs by system classification as follows:

- Elderly and disabled: 15%
- Rural (population less than 2,500): 15%
- Small urban (population 2,500 - 50,000): 20%
- Urbanized (population more than 50,000): 20%

State and federal funding for public transit should cover the remaining 80 or 85 percent of operating costs awarded through the Public Transit Participation Program. In reality, the percentage of total funds spent on transit that are provided locally are higher than the mandated local share. Local revenue sources to provide the required local match in Greater Minnesota include:

- Farebox recovery
- Local property taxes
- Local sales taxes
- Contract revenue
- Advertising revenue

Transit systems in Greater Minnesota often provide additional service that is not recognized in the funding formula and so the total percentage of local funding for transit service in Greater Minnesota is more than 20%.

Local Option Sales Tax – Background: During the 2008 legislative session, legislation was adopted in the comprehensive transportation funding bill – Chapter 152 – authorizing Minnesota counties to adopt a local option sales tax up to ½ cent for highway and transit purposes, in addition to the statewide general sales tax rate of 6.5%. Legislation passed in 2013 removed the requirement for a local referendum so county boards are able to use the tax through passage of a county board resolution after having a public hearing and identifying the projects that will be funded with the sales tax revenue.

Dedication: Current law requires that the proceeds of a local option sales tax be dedicated exclusively to:

1) Payment of the capital cost of a specific transportation project or improvement
2) Payment of the costs, which may include both capital and operating costs, of a specific transit project or improvement
3) Payment of the capital costs of the Safe Routes to School program under Minnesota Statutes,
Section 174.40
4) Payment of transit operating costs

Current Rate: Thirty-five of Minnesota's 87 counties have adopted the tax, nearly all of them (32) have adopted a local option rate of 0.5%. The other three counties have adopted a 0.25% rate.

State Statute MS174.24 Public Transit Participation Program

Subd. 3b.Operating assistance; recipient classifications. (a) The commissioner shall determine the total operating cost of any public transit system receiving or applying for assistance in accordance with generally accepted accounting principles. To be eligible for financial assistance, an applicant or recipient shall provide to the commissioner all financial records and other information and shall permit any inspection reasonably necessary to determine total operating cost and correspondingly the amount of assistance that may be paid to the applicant or recipient. Where more than one county or municipality contributes assistance to the operation of a public transit system, the

commissioner shall identify one as lead agency for the purpose of receiving money under this section.

(b) Prior to distributing operating assistance to eligible recipients for any contract period, the commissioner shall place all recipients into one of the following classifications: urbanized area service, small urban area service, rural area service, and elderly and disabled service.

(c) The commissioner shall distribute funds under this section so that the percentage of total contracted operating cost paid by any recipient from local sources will not exceed the percentage for that recipient's classification, except as provided in this subdivision. The percentages must be:

(1) for urbanized area service and small urban area service, 20 percent;

(2) for rural area service, 15 percent; and

(3) for elderly and disabled service, 15 percent.

Except as provided in a United States Department of Transportation program allowing or requiring a lower percentage to be paid from local sources, the remainder of the recipient's total contracted operating cost will be paid from state sources of funds less any assistance received by the recipient from the United States Department of Transportation.

(d) For purposes of this subdivision, "local sources" means all local sources of funds and includes all operating revenue, tax levies, and contributions from public funds, except that the commissioner may exclude from the total assistance contract revenues derived from operations the cost of which is excluded from the computation of total operating cost.

(e) If a recipient informs the commissioner in writing after the establishment of these percentages but prior to the distribution of financial assistance for any year that paying its designated percentage of total operating cost from local sources will cause undue hardship, the commissioner may reduce the percentage to be paid from local sources by the recipient and increase the percentage to be paid from local sources by one or more other recipients inside or outside the classification. However, the commissioner may not reduce or increase any recipient's percentage under this paragraph for more than two years successively. If for any year the funds appropriated to the commissioner to carry out the purposes of this section are insufficient to allow the commissioner to pay the state share of total operating cost as provided in this paragraph, the commissioner shall reduce the state share in each classification to the extent necessary.

APPENDIX E – Financial Templates

Line item description	Line Item	Operating Expenses	2018 total Budget (actual)	2018 (local match)	2019 total budget (Projected)	2019 Local match	Cost Factor **	2020 total projected	2020 (projected local match)	2021 total projected	2021 (projected local match)	2022	2022 (local match)	2023	2023 (local match)	2024	2024 (local match)	2025	2025 (local match)
The amount paid to all employees of the transit system who are classified as managers, supervisors, coordinators, or administrators.	1010	Admin, Management & Supervisory Salaries	$ 96,400.00	$ 19,280.00	$ 93,551.57	$ 18,710.31	Fixed	$ 103,692.61	$ 20,738.52	$ 107,942.76	$ 21,588.55	$ 111,181.04	$ 22,236.21	$ 114,516.47	$ 22,903.29	$ 117,951.96	$ 23,590.39	$ 121,490.52	$ 24,298.10
Amount paid to all employees of the transit system who are classified as vehicle operators.	1020	Operator's Wages	$ 588,130.00	$ 117,626.00	$ 570,751.92	$ 114,150.38	$ / Hour	$ 632,621.71	$ 126,524.34	$ 658,551.59	$ 131,710.32	$ 678,308.14	$ 135,661.63	$ 698,657.38	$ 139,731.48	$ 719,617.10	$ 143,923.42	$ 741,205.61	$ 148,241.12
Labor charges for the performance of routine maintenance and repair on vehicles and equipment required to operate the transit system. Only include wages of maintenance personnel employed by the transit system.	1030	Vehicle Maintenance and Repair Wages	$ 66,000.00	$ 13,200.00	$ 64,049.83	$ 12,809.97	$ / Mile	$ 70,992.86	$ 14,198.57	$ 73,902.72	$ 14,780.54	$ 76,119.80	$ 15,223.96	$ 78,403.39	$ 15,680.68	$ 80,755.49	$ 16,151.10	$ 83,178.16	$ 16,635.63
The amount paid to all employees of the transit system who are classified as General Office Support and provide less than half their time to operations support, e.g., clerical, bookkeepers, training and safety instructors.	1040	General Office Support Wages	$ 43,000.00	$ 8,600.00	$ 41,729.43	$ 8,345.89	Fixed	$ 46,252.93	$ 9,250.59	$ 48,148.74	$ 9,629.75	$ 49,593.20	$ 9,918.64	$ 51,081.00	$ 10,216.20	$ 52,613.43	$ 10,522.69	$ 54,191.83	$ 10,838.37
The amount paid to all employees of the transit system who support the daily operations of the transit system, e.g., dispatchers or call takers.	1050	Operations Support Wages	$ 161,000.00	$ 32,200.00	$ 156,242.77	$ 31,248.55	Fixed	$ 173,179.56	$ 34,635.91	$ 180,277.84	$ 36,055.57	$ 185,686.17	$ 37,137.23	$ 191,256.76	$ 38,251.35	$ 196,994.46	$ 39,398.89	$ 202,904.30	$ 40,580.86
The cost of providing fringe benefits for active and retired employees of the transit system, including pension benefits, vacation and sick leave benefits, social security taxes, worker's compensation insurance, unemployment insurance, life insurance, and first party medical coverage. *If the organization consolidates all fringe benefits and supplies a percentage of gross wages for each job category, supply that percentage in lieu of listing each type of benefit.*	1060	Fringe Benefits	$ 279,000.00	$ 55,800.00	$ 270,756.10	$ 54,151.22	variable	$ 300,106.19	$ 60,021.24	$ 312,406.94	$ 62,481.39	$ 321,779.15	$ 64,355.83	$ 331,432.52	$ 66,286.50	$ 341,375.50	$ 68,275.10	$ 351,616.76	$ 70,323.35
The total of personnel services expenses of lines 1010 thru 1060	**Personnel Services**	Total 1000 (1010 - 1060)																	
The amount paid for the professional services provided by a management service company engaged contractually to provide operating management to the transit system.	1110	Management Fees	$ -	$ -	$ -	$ -	Variable	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Include all non-wage expenses associated with Drug and Alcohol Testing and Administration.	1120	Drug and Alcohol Testing and Administration Fee Expenses	$ 3,700.00	$ 740.00	$ 3,590.67	$ 718.13	Variable	$ 3,979.90	$ 795.98	$ 4,143.03	$ 828.61	$ 4,267.32	$ 853.46	$ 4,395.34	$ 879.07	$ 4,527.20	$ 905.44	$ 4,663.02	$ 932.60
This line includes the cost of advertising and promoting the transit system.	1130	Advertising, Marketing and Promotional Charges	$ 46,000.00	$ 9,200.00	$ 44,640.79	$ 8,928.16	Variable	$ 49,479.87	$ 9,895.97	$ 51,507.95	$ 10,301.59	$ 53,053.19	$ 10,610.64	$ 54,644.79	$ 10,928.96	$ 56,284.13	$ 11,256.83	$ 57,972.66	$ 11,594.53
Includes attorney fees and expenses, court costs, witness fees, and fees for accounting and auditing services rendered by individuals or firms other than employees of the transit system for the purpose of maintaining continuing operations of the transit system, such as: accident claims, defending workers' compensation claims or other items directly related to the Management Plan. Also includes other professional fees such as fees paid for planning, engineering, or other consulting services necessary to the continuing operation of the transit system.	1140	Legal, Auditing, and Other Professional Fees	$ 750.00	$ 150.00	$ 727.84	$ 145.57	Variable	$ 806.74	$ 161.35	$ 839.80	$ 167.96	$ 865.00	$ 173.00	$ 890.95	$ 178.19	$ 917.68	$ 183.54	$ 945.21	$ 189.04
Include costs associated with the licensing and training of personnel, e.g., CDL license costs, class fees and conference fees and attendance costs not from wages.	1150	Staff Development Costs	$ 21,000.00	$ 4,200.00	$ 20,379.49	$ 4,075.90	Variable	$ 22,588.64	$ 4,517.73	$ 23,514.50	$ 4,702.90	$ 24,219.94	$ 4,843.99	$ 24,946.53	$ 4,989.31	$ 25,694.93	$ 5,138.99	$ 26,465.78	$ 5,293.16
These are the cost of office supplies and materials and printing and photocopying charges, which are solely attributable to and necessary for the operation of the transit system.	1160	Office Supplies	$ 15,000.00	$ 3,000.00	$ 14,556.78	$ 2,911.36	Variable	$ 16,134.74	$ 3,226.95	$ 16,796.07	$ 3,359.21	$ 17,299.95	$ 3,459.99	$ 17,818.95	$ 3,563.79	$ 18,353.52	$ 3,670.70	$ 18,904.13	$ 3,780.83
These are leases and rentals of such items as land, buildings, office equipment and furnishings that are used for performing the general administrative functions of the transit system.	1170	Leases and Rentals - Administrative Facilities	$ -	$ -	$ -	$ -	Variable	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Include the cost of utilities such as gas, electricity, water, trash collection, communication services and janitorial services performed by an outside organization.	1180	Utilities	$ 18,000.00	$ 3,600.00	$ 17,468.14	$ 3,493.63	Variable	$ 19,361.69	$ 3,872.34	$ 20,155.29	$ 4,031.06	$ 20,759.94	$ 4,151.99	$ 21,382.74	$ 4,276.55	$ 22,024.23	$ 4,404.85	$ 22,684.95	$ 4,536.99
Include other administrative charges necessary for the continuing operation of the transit system such as mileage reimbursement for transit support vehicles, physical examinations, and membership fees for transit associations and subscriptions to transit publications.	1190	Other Direct Administrative Charges	$ -	$ -	$ -	$ -	Variable	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Administrative Charges	Total 1100 (1110 - 1190)					Variable												
Include cost of gasoline, diesel fuel or alternative fuel used by revenue and service vehicles. Effective January 1, 1991, transit systems receiving financial assistance from Mn/DOT are exempt from paying state fuel tax as stated in Minnesota Statute 296.02, Subd. 1a. *Fuel tax will be shown as a contra-expense in Line Item 1594 Fuel Tax Refunds.*	1210	Fuel	$ 152,500.00	$ 30,500.00	$ 147,993.93	$ 29,598.79	$/mile	$ 164,036.54	$ 32,807.31	$ 170,760.07	$ 34,152.01	$ 175,882.87	$ 35,176.57	$ 181,159.35	$ 36,231.87	$ 186,594.13	$ 37,318.83	$ 192,191.96	$ 38,438.39
Include the cost of parts, materials, lubricants and supplies used in preventive maintenance of transit service vehicles.	1220	Preventive Maintenance (PM) Labor, Parts and Material Expenses (Vehicles)	$ 42,000.00	$ 8,400.00	$ 40,758.98	$ 8,151.80	$ / Mile	$ 45,177.28	$ 9,035.46	$ 47,029.00	$ 9,405.80	$ 48,439.87	$ 9,687.97	$ 49,893.07	$ 9,978.61	$ 51,389.86	$ 10,277.97	$ 52,931.56	$ 10,586.31
The cost for vehicle repair service.	1230	Corrective Maintenance (CM) Labor, Parts and Materials Expense (Vehicles)	$ 36,000.00	$ 7,200.00	$ 34,936.27	$ 6,987.25	$ / Mile	$ 38,723.38	$ 7,744.68	$ 40,310.57	$ 8,062.11	$ 41,519.89	$ 8,303.98	$ 42,765.49	$ 8,553.10	$ 44,048.45	$ 8,809.69	$ 45,369.90	$ 9,073.98
Includes all costs of tires and tubes used on revenue and service equipment, including the cost of recapping and the rental costs for tires and tubes.	1240	Tires	$ 6,000.00	$ 1,200.00	$ 5,822.71	$ 1,164.54	$ / Mile	$ 6,453.90	$ 1,290.78	$ 6,718.43	$ 1,343.69	$ 6,919.98	$ 1,384.00	$ 7,127.58	$ 1,425.52	$ 7,341.41	$ 1,468.28	$ 7,561.65	$ 1,512.33
Includes the cost of first aid equipment, fire extinguishers, and other emergency equipment required for vehicles, and the cost of non-capitalized vehicle improvements, which do not remake a vehicle or appreciably extend its useful life. Logos applied to a new vehicle after delivery should be charged to this line item.	1250	Other Vehicle Charges	$ -	$ -	$ -	$ -	$ / Mile	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Vehicle Charges	Total 1200 (1210 - 1250)																	
The cost of having a contractor operate the project service with the cost established through competitive procurement procedures, a negotiated contract with the prime contractor in bid situations when only one bid is received or through a negotiated subcontract in a no bid situation.	1310	Purchase of Service	$ -	$ -	$ -	$ -	$ / Hour	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
This includes volunteer driver mileage reimbursement for public transit services, mileage reimbursement for transit personnel using private vehicles for emergency replacement of passenger transport in the event of mechanical breakdown of transit vehicles.	1330	Mileage Reimbursement for Public Transit Service	$ -	$ -	$ -	$ -	Fixed	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Includes all material costs associated with the upkeep and repair of buildings, grounds, and non-revenue equipment owned or leased by the transit company, and miscellaneous expenses such as small tool replacement, supplies used for cleaning and for general shop and garage purposes.	1340	Repair and Maintenance of Other Property	$ 3,000.00	$ 600.00	$ 2,911.36	$ 582.27	Variable	$ 3,226.95	$ 645.39	$ 3,359.21	$ 671.84	$ 3,459.99	$ 692.00	$ 3,563.79	$ 712.76	$ 3,670.70	$ 734.14	$ 3,780.83	$ 756.17
Includes leases and rental of garages, depots, passenger vehicles, service vehicles, passenger stations, communication equipment, computers, etc. used in the operation of the transit system with allowability based on reasonableness of rates and evidence that the lease will not give rise to material equity in the property.	1350	Leases and Rentals of Facilities or Equipment	$ 105,000.00	$ 21,000.00	$ 101,897.46	$ 20,379.49	Variable	$ 112,943.19	$ 22,588.64	$ 117,572.50	$ 23,514.50	$ 121,099.68	$ 24,219.94	$ 124,732.67	$ 24,946.53	$ 128,474.65	$ 25,694.93	$ 132,328.89	$ 26,465.78
The cost of such things as the purchase, rental, or cleaning of uniforms, tools and equipment, sanding and snowplow operations, passenger amenities and station agents	1360	Other Operations Charges	$ 8,000.00	$ 1,600.00	$ 7,763.62	$ 1,552.72	$ / Hour	$ 8,605.20	$ 1,721.04	$ 8,957.91	$ 1,791.58	$ 9,226.64	$ 1,845.33	$ 9,503.44	$ 1,900.69	$ 9,788.54	$ 1,957.71	$ 10,082.20	$ 2,016.44
	Operation Charges	Total 1300 (1310 - 1360)																	
Includes premiums paid to insure the transit system against loss through damage to its own property and to indemnify the transit system and all financial and operational participants against loss from liability for its acts which cause damage to the person or property of others.	1410	Public Liability and Property Damage on Vehicles	$ 23,000.00	$ 4,600.00	$ 22,320.40	$ 4,464.08	Fixed	$ 24,739.94	$ 4,947.99	$ 25,753.98	$ 5,150.80	$ 26,526.60	$ 5,305.32	$ 27,322.39	$ 5,464.48	$ 28,142.07	$ 5,628.41	$ 28,986.33	$ 5,797.27
Include charges other than on vehicles, including excess liability insurance, baggage and package express insurance and fire and theft insurance.	1420	Public Liability and Property Damage - Other than on Vehicles	$ 1,300.00	$ 260.00	$ 1,261.59	$ 252.32	Fixed	$ 1,398.34	$ 279.67	$ 1,455.66	$ 291.13	$ 1,499.33	$ 299.87	$ 1,544.31	$ 308.86	$ 1,590.64	$ 318.13	$ 1,638.36	$ 327.67
	Operation Charges	Total 1400 (1410 - 1420)																	
Vehicle registration and permit fees on all transit system and service vehicles.	1510	Vehicle Registration and Permit Fees	$ 1,200.00	$ 240.00	$ 1,164.54	$ 232.91	Fixed	$ 1,290.78	$ 258.16	$ 1,343.69	$ 268.74	$ 1,384.00	$ 276.80	$ 1,425.52	$ 285.10	$ 1,468.28	$ 293.66	$ 1,512.33	$ 302.47
Discuss this with your District Project Manager	1520	Federal Fuel and Lubricant Taxes and Excise Taxes on Tires	$ -	$ -	$ -	$ -	Fixed	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Include the transit share of any applicable real estate and property taxes and sales taxes.	1540	Other Taxes and Fees	$ -	$ -	$ -	$ -	Fixed	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Taxes and Fees	Total 1500 (1510 - 1540)																	
Refunds for fuel tax refunds are to be accounted in this line item as a NEGATIVE number.	1594	Fuel Tax Refunds	$ 50,000.00				Fixed												
Any settlements received as the result of damage or loss to transit assets will be accounted for as a NEGATIVE expense in this line item.	1596	Insurance Reimbursement	$ -				Fixed												
	TOTAL OPERATING BUDGET		$ 1,665,980.00	$ 343,196.00	$ 1,665,276.17	$ 333,055.23		$ 1,845,792.93	$ 369,158.59	$ 1,921,448.24	$ 384,289.65	$ 1,979,091.69	$ 395,818.34	$ 2,038,464.44	$ 407,692.89	$ 2,099,618.37	$ 419,923.67	$ 2,162,606.92	$ 432,521.38

Total Operating Expenses: This total is obtained by adding the totals from Personnel Services (Line 1000), Administrative Charges (Line 1100), Vehicles Charges (Line 1200), Operations Charges (Line 1300), Insurance Charges (Line 1400) and Taxes and Fees (Line 1500).

Line item description	Line Item	Operating Expenses	2018 total Budget (actual)	2018 (local match)	2019 total budget (Projected)	2019 Local match	Cost Factor **	2020 total projected	2020 (projected local match)	2021 total projected	2021 (projected local match)	2022	2022 (local match)	2023	2023 (local match)	2024	2024 (local match)	2025	2025 (local match)
The amount paid to all employees of the transit system who are classified as managers, supervisors, coordinators, or administrators.	1010	Admin, Management & Supervisory Salaries	$ 96,400.00	$ 19,280.00	$ 93,551.57	$ 18,710.31	Fixed	$ 103,692.61	$ 20,738.52	$ 118,166.74	$ 23,633.35	$ 121,711.74	$ 24,342.35	$ 125,363.09	$ 25,072.62	$ 129,123.98	$ 25,824.80	$ 132,997.70	$ 26,599.54
Amount paid to all employees of the transit system who are classified as vehicle operators.	1020	Operator's Wages	$ 588,130.00	$ 117,626.00	$ 570,751.92	$ 114,150.38	$ / Hour	$ 632,621.71	$ 126,524.34	$ 720,927.42	$ 144,185.48	$ 742,555.24	$ 148,511.05	$ 764,831.90	$ 152,966.38	$ 787,776.86	$ 157,555.37	$ 811,410.16	$ 162,282.03
Labor charges for the performance of routine maintenance and repair on vehicles and equipment required to operate the transit system. Only include wages of maintenance personnel employed by the transit system.	1030	Vehicle Maintenance and Repair Wages	$ 66,000.00	$ 13,200.00	$ 64,049.83	$ 12,809.97	$ / Mile	$ 70,992.86	$ 14,198.57	$ 80,902.54	$ 16,180.51	$ 83,329.61	$ 16,665.92	$ 85,829.50	$ 17,165.90	$ 88,404.39	$ 17,680.88	$ 91,056.52	$ 18,211.30
The amount paid to all employees of the transit system who are classified as General Office Support and provide less than half their time to operations support, e.g., clerical, bookkeepers, training and safety instructors.	1040	General Office Support Wages	$ 43,000.00	$ 8,600.00	$ 41,729.43	$ 8,345.89	Fixed	$ 46,252.93	$ 9,250.59	$ 52,709.23	$ 10,541.85	$ 54,290.51	$ 10,858.10	$ 55,919.22	$ 11,183.84	$ 57,596.80	$ 11,519.36	$ 59,324.70	$ 11,864.94
The amount paid to all employees of the transit system who support the daily operations of the transit system, e.g., dispatchers or call takers.	1050	Operations Support Wages	$ 161,000.00	$ 32,200.00	$ 156,242.77	$ 31,248.55	Fixed	$ 173,179.56	$ 34,635.91	$ 197,353.16	$ 39,470.63	$ 203,273.76	$ 40,654.75	$ 209,371.97	$ 41,874.39	$ 215,653.13	$ 43,130.63	$ 222,122.72	$ 44,424.54
The cost of providing fringe benefits for active and retired employees of the transit system, including pension benefits, vacation and sick leave benefits, social security taxes, worker's compensation insurance, unemployment insurance, life insurance, and first party medical coverage. *If the organization consolidates all fringe benefits and supplies a percentage of gross wages for each job category, supply that percentage in lieu of listing each type of benefit.*	1060	Fringe Benefits	$ 279,000.00	$ 55,800.00	$ 270,756.10	$ 54,151.22	variable	$ 300,106.19	$ 60,021.24	$ 341,997.09	$ 68,399.42	$ 352,257.01	$ 70,451.40	$ 362,824.72	$ 72,564.94	$ 373,709.46	$ 74,741.89	$ 384,920.74	$ 76,984.15
The total of personnel services expenses of lines 1010 thru 1060	**Personnel Services**	Total 1000 (1010 - 1060)																	
The amount paid for the professional services provided by a management service company engaged contractually to provide operating management to the transit system.	1110	Management Fees	$ -	$ -	$ -	$ -	Variable	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Include all non-wage expenses associated with Drug and Alcohol Testing and Administration.	1120	Drug and Alcohol Testing and Administration Fee Expenses	$ 3,700.00	$ 740.00	$ 3,590.67	$ 718.13	Variable	$ 3,979.90	$ 795.98	$ 4,535.45	$ 907.09	$ 4,671.51	$ 934.30	$ 4,811.65	$ 962.33	$ 4,956.00	$ 991.20	$ 5,104.68	$ 1,020.94
This line includes the cost of advertising and promoting the transit system.	1130	Advertising, Marketing and Promotional Charges	$ 46,000.00	$ 9,200.00	$ 44,640.79	$ 8,928.16	Variable	$ 49,479.87	$ 9,895.97	$ 56,386.62	$ 11,277.32	$ 58,078.22	$ 11,615.64	$ 59,820.56	$ 11,964.11	$ 61,615.18	$ 12,323.04	$ 63,463.63	$ 12,692.73
Includes attorney fees and expenses, court costs, witness fees, and fees for accounting and auditing services rendered by individuals or firms other than employees of the transit system for the purpose of maintaining continuing operations of the transit system, such as, accident claims, defending workers' compensation claims or other items directly related to the Management Plan. Also includes other professional fees such as fees paid for planning, engineering, or other consulting services necessary to the continuing operation of the transit system.	1140	Legal, Auditing, and Other Professional Fees	$ 750.00	$ 150.00	$ 727.84	$ 145.57	Variable	$ 806.74	$ 161.35	$ 919.35	$ 183.87	$ 946.93	$ 189.39	$ 975.34	$ 195.07	$ 1,004.60	$ 200.92	$ 1,034.73	$ 206.95
Include costs associated with the licensing and training of personnel, e.g., CDL license costs, class fees and conference fees and attendance costs not from wages.	1150	Staff Development Costs	$ 21,000.00	$ 4,200.00	$ 20,379.49	$ 4,075.90	Variable	$ 22,588.64	$ 4,517.73	$ 25,741.72	$ 5,148.34	$ 26,513.97	$ 5,302.79	$ 27,309.39	$ 5,461.88	$ 28,128.67	$ 5,625.73	$ 28,972.53	$ 5,794.51
These are the cost of office supplies and materials and printing and photocopying charges, which are solely attributable to and necessary for the operation of the transit system.	1160	Office Supplies	$ 15,000.00	$ 3,000.00	$ 14,556.78	$ 2,911.36	Variable	$ 16,134.74	$ 3,226.95	$ 18,386.94	$ 3,677.39	$ 18,938.55	$ 3,787.71	$ 19,506.71	$ 3,901.34	$ 20,091.91	$ 4,018.38	$ 20,694.66	$ 4,138.93
These are leases and rentals of such items as land, buildings, office equipment and furnishings that are used for performing the general administrative functions of the transit system.	1170	Leases and Rentals - Administrative Facilities	$ -	$ -	$ -	$ -	Variable	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Include the cost of utilities such as gas, electricity, water, trash collection, communication services and janitorial services performed by an outside organization.	1180	Utilities	$ 18,000.00	$ 3,600.00	$ 17,468.14	$ 3,493.63	Variable	$ 19,361.69	$ 3,872.34	$ 22,064.33	$ 4,412.87	$ 22,726.26	$ 4,545.25	$ 23,408.05	$ 4,681.61	$ 24,110.29	$ 4,822.06	$ 24,833.60	$ 4,966.72
Include other administrative charges necessary for the continuing operation of the transit system such as mileage reimbursement for transit support vehicles, physical examinations, and membership fees for transit associations and subscriptions to transit publications.	1190	Other Direct Administrative Charges	$ -	$ -	$ -	$ -	Variable	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Administrative Charges	Total 1100 (1110 - 1190)					Variable												
Include cost of gasoline, diesel fuel or alternative fuel used by revenue and service vehicles. Effective January 1, 1991, transit systems receiving financial assistance from Mn/DOT are exempt from paying state fuel tax as stated in Minnesota Statute 296.02, Subd. 1a. *Fuel tax will be shown as a contra-expense in Line Item 1594 Fuel Tax Refunds.*	1210	Fuel	$ 152,500.00	$ 30,500.00	$ 147,993.93	$ 29,598.79	$/mile	$ 164,036.54	$ 32,807.31	$ 186,933.89	$ 37,386.78	$ 192,541.91	$ 38,508.38	$ 198,318.17	$ 39,663.63	$ 204,267.71	$ 40,853.54	$ 210,395.75	$ 42,079.15
Include the cost of parts, materials, lubricants and supplies used in preventive maintenance of transit service vehicles.	1220	Preventive Maintenance (PM) Labor, Parts and Material Expenses (Vehicles)	$ 42,000.00	$ 8,400.00	$ 40,758.98	$ 8,151.80	$ / Mile	$ 45,177.28	$ 9,035.46	$ 51,483.43	$ 10,296.69	$ 53,027.94	$ 10,605.59	$ 54,618.77	$ 10,923.75	$ 56,257.34	$ 11,251.47	$ 57,945.06	$ 11,589.01
The cost for vehicle repair service.	1230	Corrective Maintenance (CM) Labor, Parts and Materials Expense (Vehicles)	$ 36,000.00	$ 7,200.00	$ 34,936.27	$ 6,987.25	$ / Mile	$ 38,723.38	$ 7,744.68	$ 44,128.66	$ 8,825.73	$ 45,452.52	$ 9,090.50	$ 46,816.09	$ 9,363.22	$ 48,220.58	$ 9,644.12	$ 49,667.19	$ 9,933.44
Includes all costs of tires and tubes used on revenue and service equipment, including the cost of recapping and the rental costs for tires and tubes.	1240	Tires	$ 6,000.00	$ 1,200.00	$ 5,822.71	$ 1,164.54	$ / Mile	$ 6,453.90	$ 1,290.78	$ 7,354.78	$ 1,470.96	$ 7,575.42	$ 1,515.08	$ 7,802.68	$ 1,560.54	$ 8,036.76	$ 1,607.35	$ 8,277.87	$ 1,655.57
Includes the cost of first aid equipment, fire extinguishers, and other emergency equipment required for vehicles, and the cost of non-capitalized vehicle improvements, which do not remake a vehicle or appreciably extend its useful life. Logos applied to a new vehicle after delivery should be charged to this line item.	1250	Other Vehicle Charges	$ -	$ -	$ -	$ -	$ / Mile	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Vehicle Charges	Total 1200 (1210 - 1250)																	
The cost of having a contractor operate the project service with the cost established through competitive procurement procedures, a negotiated contract with the prime contractor in bid situations when only one bid is received or through a negotiated subcontract in a no bid situation.	1310	Purchase of Service	$ -	$ -	$ -	$ -	$ / Hour	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
This includes volunteer driver mileage reimbursement for public transit services, mileage reimbursement for transit personnel using private vehicles for emergency replacement of passenger transport in the event of mechanical breakdown of transit vehicles.	1330	Mileage Reimbursement for Public Transit Service	$ -	$ -	$ -	$ -	Fixed	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Includes all material costs associated with the upkeep and repair of buildings, grounds, and non-revenue equipment owned or leased by the transit company, and miscellaneous expenses such as small tool replacement, supplies used for cleaning and for general shop and garage purposes.	1340	Repair and Maintenance of Other Property	$ 3,000.00	$ 600.00	$ 2,911.36	$ 582.27	Variable	$ 3,226.95	$ 645.39	$ 3,677.39	$ 735.48	$ 3,787.71	$ 757.54	$ 3,901.34	$ 780.27	$ 4,018.38	$ 803.68	$ 4,138.93	$ 827.79
Includes leases and rental of garages, depots, passenger vehicles, service vehicles, passenger stations, communication equipment, computers, etc. used in the operation of the transit system with allowability based on reasonableness of rates and evidence that the lease will not give rise to material equity in the property.	1350	Leases and Rentals of Facilities or Equipment	$ 105,000.00	$ 21,000.00	$ 101,897.46	$ 20,379.49	Variable	$ 112,943.19	$ 22,588.64	$ 128,708.58	$ 25,741.72	$ 132,569.84	$ 26,513.97	$ 136,546.94	$ 27,309.39	$ 140,643.34	$ 28,128.67	$ 144,862.64	$ 28,972.53
The cost of such things as the purchase, rental, or cleaning of uniforms, tools and equipment, sanding and snowplow operations, passenger amenities and station agents	1360	Other Operations Charges	$ 8,000.00	$ 1,600.00	$ 7,763.62	$ 1,552.72	$ / Hour	$ 8,605.20	$ 1,721.04	$ 9,806.37	$ 1,961.27	$ 10,100.56	$ 2,020.11	$ 10,403.58	$ 2,080.72	$ 10,715.68	$ 2,143.14	$ 11,037.15	$ 2,207.43
	Operation Charges	Total 1300 (1310 - 1360)																	
Includes premiums paid to insure the transit system against loss through damage to its own property and to indemnify the transit system and all financial and operational participants against loss from liability for its acts which cause damage to the person or property of others.	1410	Public Liability and Property Damage on Vehicles	$ 23,000.00	$ 4,600.00	$ 22,320.40	$ 4,464.08	Fixed	$ 24,739.94	$ 4,947.99	$ 28,193.31	$ 5,638.66	$ 29,039.11	$ 5,807.82	$ 29,910.28	$ 5,982.06	$ 30,807.59	$ 6,161.52	$ 31,731.82	$ 6,346.36
Include charges other than on vehicles, including excess liability insurance, baggage and package express insurance and fire and theft insurance.	1420	Public Liability and Property Damage - Other than on Vehicles	$ 1,300.00	$ 260.00	$ 1,261.59	$ 252.32	Fixed	$ 1,398.34	$ 279.67	$ 1,593.53	$ 318.71	$ 1,641.34	$ 328.27	$ 1,690.58	$ 338.12	$ 1,741.30	$ 348.26	$ 1,793.54	$ 358.71
	Operation Charges	Total 1400 (1410 - 1420)																	
Vehicle registration and permit fees on all transit system and service vehicles.	1510	Vehicle Registration and Permit Fees	$ 1,200.00	$ 240.00	$ 1,164.54	$ 232.91	Fixed	$ 1,290.78	$ 258.16	$ 1,470.96	$ 294.19	$ 1,515.08	$ 303.02	$ 1,560.54	$ 312.11	$ 1,607.35	$ 321.47	$ 1,655.57	$ 331.11
Discuss this with your District Project Manager	1520	Federal Fuel and Lubricant Taxes and Excise Taxes on Tires	$ -	$ -	$ -	$ -	Fixed	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Include the transit share of any applicable real estate and property taxes and sales taxes.	1540	Other Taxes and Fees	$ -	$ -	$ -	$ -	Fixed	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Taxes and Fees	Total 1500 (1510 - 1540)																	
Refunds for fuel tax refunds are to be accounted in this line item as a NEGATIVE number.	1594	Fuel Tax Refunds	$ 50,000.00				Fixed												
Any settlements received as the result of damage or loss to transit assets will be accounted for as a NEGATIVE expense in this line item.	1596	Insurance Reimbursement	$ -				Fixed												
	TOTAL OPERATING BUDGET		$ 1,665,980.00	$ 343,196.00	$ 1,665,276.17	$ 333,055.23		$ 1,845,792.93	$ 369,158.59	$ 2,103,441.47	$ 420,688.29	$ 2,166,544.72	$ 433,308.94	$ 2,231,541.06	$ 446,308.21	$ 2,298,487.29	$ 459,697.46	$ 2,367,441.91	$ 473,488.38

Type	Veh ID	Counties	From	To	2019 Cities	2019 Service Type	2019 Annual Passener trips	2019 Annual Miles	2019 Annual Revenue Hours	2019 Annual Operating Cost	2019 Annual Passenger Revenue	2019 Passenger per hour	2019 Cost per passenger	2019 Cost per mile	2019 Revenue per passenger	2019 Cost per hour
Weekly	908	Becker, Clay	Moorhead	Moorhead	Audubon, Detroit Lakes, Dilworth, Hawley, Lake Park	Route Deviation	7000	58000	1662	$87,288.24	$21,000.00	4	$12.47	$1.50	$3.00	$52.52
Weekly	35, 40, 65, 75, 85, 90	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	48000	141180	8400	$441,168.00	$74,400.00	6	$9.19	$3.12	$1.55	$52.52
Weekly	5,20,25,30,35,65,80, 907	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Route Deviation	54500	117000	10000	$525,200.00	$84,475.00	5	$9.64	$4.49	$1.55	$52.52
Weekly	60	Douglas, Otte	Parkers Pra	Parkers Prairie	Alexandria	Route Deviation	6000	30000	1960	$102,939.20	$6,000.00	3	$17.16	$3.43	$1.00	$52.52
Weekly	Wilkin #1	Wilkin	Breckenrid	Breckenridge	Breckenridge	Demand Response	10800	20000	2016	$105,880.32	$11,340.00	5	$9.80	$5.29	$1.05	$52.52
Weekly	Fergus Falls Saturday	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	1800	4500	325	$17,069.00	$1,800.00	6	$9.48	$3.79	$1.00	$52.52
Weekly	FF/FM Commute	Clay, Otter Ta	Fergus Falls	Fargo - ND	Barnesville, Fergus Falls, Rothsay	Route Deviation	1600	66000	1300	$68,276.00	$8,000.00	1	$42.67	$1.03	$5.00	$52.52
Weekly	Pelican - New 2016	Otter Tail	Fergus Falls	Fergus Falls	Elizabeth, Erhard, fergus Falls, Pelican Rapids	Demand Response	150	1200	72	$3,781.44	$450.00	2	$25.21	$3.15	$3.00	$52.52
Weekly	Perham X 2	Otter Tail	Perham	Perham	Perham	Demand Response	23000	44500	4000	$210,080.00	$23,000.00	6	$9.13	$4.72	$1.00	$52.52
Weekly	930 NSE	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	12000	25200	2016	$100,800.00	$18,000.00	6	$8.40	$4.00	$1.50	$50.00
Episodic	Tour of Lights - Perham	Otter Tail	Perham	Perham	Perham	Demand Response	20	15	2	$105.04	$90.00	10	$5.25	$7.00	$4.50	$52.52
Episodic	Tour of Lights	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	30	30	3	$157.56	$135.00	10	$5.25	$5.25	$4.50	$52.52
Episodic	Clay County Project Tour	Clay	Moorhead	Moorhead	Moorhead	Demand Response	75	120	6.5	$400.66	$300.00	12	$5.34	$3.34	$4.00	$61.64
Episodic	DNR	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	120	200	8.5	$474.30	$360.00	14	$3.95	$2.37	$3.00	$55.80
Episodic	Bridge Tour	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	240	250	15.75	$868.61	$660.00	15	$3.62	$3.47	$2.75	$55.15
Episodic	Fair Hills	Otter Tail	Pelican Rap	Pelican Rapids	Pelican Rapids	Demand Response	40	30	5	$262.60	$240.00	8	$6.57	$8.75	$6.00	$52.52
Episodic	Ohes Farm	Otter Tail	Pelican Rap	Pelican Rapids	Pelican Rapids	Demand Response	30	30	5	$262.60	$252.00	6	$8.75	$8.75	$8.40	$52.52
Episodic	Leaf Tour	Otter Tail	Pelican Rap	Pelican Rapids	Pelican Rapids	Demand Response	26	30	5	$262.60	$247.00	5	$10.10	$8.75	$9.50	$52.52

Type	Veh ID	Counties	From	To	2019 Cities	2019 Service Type	2019 Cost per hour	2019 Annual Operating Cost	2019 Passenger per hour	2019 Annual Passener trips	2019 Annual Miles	2019 Annual Revenue Hours	2019 Daily Revenue Hours	Detailed Route hour changes (# hours added per day)	2020 Daily Revenue Hours	# Total Annual Expansion Revenue Hours	Projected Annual Cost for expansion hours ONLY	2020 Total hours (2019 + expansion)	2020 Projected total annual costs	Est. Passenger trips new service	2020 Total Revenue
Weekly	908	Becker, Clay	Moorhead	Moorhead	Audubon, Detroit Lakes, Dilworth, Hawley, Lake Park	Route Deviation	$52.5	$87,288.2	4.0	7,000.0	58,000.0	1,662.0	6.4	1.0	7.4	261.0	$13,707.7	1,923.0	$100,996.0	7,692.0	$ 23,076.00
Weekly	35, 40, 65, 75, 85, 90	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$52.5	$441,168.0	6.0	48,000.0	141,180.0	8,400.0	32.2	1.0	33.2	261.0	$13,707.7	8,661.0	$454,875.7	51,966.0	$ 80,547.30
Weekly	5,20,25,30,35,65,80,907	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Route Deviation	$52.5	$525,200.0	5.0	54,500.0	117,000.0	10,000.0	38.3	1.0	39.3	261.0	$13,707.7	10,261.0	$538,907.7	51,305.0	$ 79,522.75
Weekly	60	Douglas, Otter Tail	Parkers Prairie	Parkers Prairie	Alexandria	Route Deviation	$52.5	$102,939.2	3.0	6,000.0	30,000.0	1,960.0	7.5	1.0	8.5	261.0	$13,707.7	2,221.0	$116,646.9	6,663.0	$ 6,663.00
Weekly	Wilkin #1	Wilkin	Breckenridge	Breckenridge	Breckenridge	Demand Response	$52.5	$105,880.3	5.0	10,800.0	20,000.0	2,016.0	7.7	1.0	8.7	261.0	$13,707.7	2,277.0	$119,588.0	11,385.0	$ 11,954.25
Weekly	*Fergus Falls Saturday*	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	*Demand Response*	*$52.5*	*$17,069.0*	*6.0*	*1,800.0*	*4,500.0*	*325.0*	*6.3*	*0.0*	*6.3*	*0.0*	$0.0	*325.0*	*$17,069.0*	*1,950.0*	$ 1,950.00
Weekly	FF/FM Commute	Clay, Otter Tail, Wilkin	Fergus Falls	Fargo - ND	Barnesville, Fergus Falls, Rothsay	Route Deviation	$52.5	$68,276.0	1.0	1,600.0	66,000.0	1,300.0	5.0	0.0	5.0	0.0	$0.0	1,300.0	$68,276.0	1,300.0	$ 6,500.00
Weekly	Pelican - New 2016	Otter Tail	Fergus Falls	Fergus Falls	Elizabeth, Erhard, fergus Falls, Pelican Rapids	Demand Response	$52.5	$3,781.4	2.0	150.0	1,200.0	72.0	0.3	1.0	1.3	261.0	$13,707.7	333.0	$17,489.2	666.0	$ 1,998.00
Weekly	Perham X 2	Otter Tail	Perham	Perham	Perham	Demand Response	$52.5	$210,080.0	6.0	23,000.0	44,500.0	4,000.0	15.3	1.0	16.3	261.0	$13,707.7	4,261.0	$223,787.7	25,566.0	$ 25,566.00
Weekly	930 NSE	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$50.0	$100,800.0	6.0	12,000.0	25,200.0	2,016.0	7.7	1.0	8.7	261.0	$13,050.0	2,277.0	$113,850.0	13,662.0	$ 20,493.00
Episodic	Tour of Lights - Perham	Otter Tail	Perham	Perham	Perham	Demand Response	$52.5	$105.0	10.0	20.0	15.0	2.0	0.0	0.0	0.0	0.0	$0.0	2.0	$105.0	20.0	$ 90.00
Episodic	Tour of Lights	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$52.5	$157.6	10.0	30.0	30.0	3.0	0.0	0.0	0.0	0.0	$0.0	3.0	$157.6	30.0	$ 135.00
Episodic	Clay County Project Tour	Clay	Moorhead	Moorhead	Moorhead	Demand Response	$61.6	$400.7	12.0	75.0	120.0	6.5	0.0	0.0	0.0	0.0	$0.0	6.5	$400.7	78.0	$ 312.00
Episodic	DNR	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$55.8	$474.3	14.0	120.0	200.0	8.5	0.0	0.0	0.0	0.0	$0.0	8.5	$474.3	119.0	$ 357.00
Episodic	Bridge Tour	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$55.2	$868.6	15.0	240.0	250.0	15.8	0.1	0.0	0.1	0.0	$0.0	15.8	$868.6	236.3	$ 649.69
Episodic	Fair Hills	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$52.5	$262.6	8.0	40.0	30.0	5.0	0.0	0.0	0.0	0.0	$0.0	5.0	$262.6	40.0	$ 240.00
Episodic	Ohes Farm	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$52.5	$262.6	6.0	30.0	30.0	5.0	0.0	0.0	0.0	0.0	$0.0	5.0	$262.6	30.0	$ 252.00
Episodic	Leaf Tour	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$52.5	$262.6	5.0	26.0	30.0	5.0	0.0	0.0	0.0	0.0	$0.0	5.0	$262.6	25.0	$ 237.50
Weekly	*Fergus Falls Saturday #2*	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	*Demand Response*	*$52.5*	-	*6.0*	-	-	-	-	*6.5*	*6.5*	*338.0*	$17,751.8	*338.0*	*$17,751.8*	*2,028.0*	$ 2,028.00

Type	Veh ID	Counties	From	To	2019 Cities	2019 Service Type	2019 Cost per hour	2019 Annual Operating Cost	2019 Passenger per hour	2019 Annual Passener trips	2019 Annual Miles	2019 Annual Revenue Hours	2019 Daily Revenue Hours	2020 Daily Revenue Hours	2021 Route hour changes (# hours added per day)	2021 Daily Revenue Hours	# Total Annual Expansion Revenue Hours	Projected Annual Cost for expansion hours ONLY	2021 Total hours (2020 + expansion)	2021 Projected total annual costs	Est. Passenger trips new service	2021 Total Revenue
Weekly	908	Becker, Clay	Moorhead	Moorhead	Audubon, Detroit Lakes, Dilworth, Hawley, Lake Park	Route Deviation	$ 52.52	$ 87,288.2	4.0	7,000.0	58,000.0	1,662.0	6.4	7.4	0.0	7.4	0.0	$ -	1,923.0	$ 100,996.0	7,692.0	$ 23,076.00
Weekly	35, 40, 65, 75, 85, 90	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$ 52.52	$ 441,168.0	6.0	48,000.0	141,180.0	8,400.0	32.2	33.2	0.0	33.2	0.0	$ -	8,661.0	$ 454,875.7	51,966.0	$ 80,547.30
Weekly	5,20,25,30,35,65,80,907	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Route Deviation	$ 52.52	$ 525,200.0	5.0	54,500.0	117,000.0	10,000.0	38.3	39.3	0.0	39.3	0.0	$ -	10,261.0	$ 538,907.7	51,305.0	$ 79,522.75
Weekly	60	Douglas, Otter Tail	Parkers Prairie	Parkers Prairie	Alexandria	Route Deviation	$ 52.52	$ 102,939.2	3.0	6,000.0	30,000.0	1,960.0	7.5	8.5	0.0	8.5	0.0	$ -	2,221.0	$ 116,646.9	6,663.0	$ 6,663.00
Weekly	Wilkin #1	Wilkin	Breckenridge	Breckenridge	Breckenridge	Demand Response	$ 52.52	$ 105,880.3	5.0	10,800.0	20,000.0	2,016.0	7.7	8.7	0.0	8.7	0.0	$ -	2,277.0	$ 119,588.0	11,385.0	$ 11,954.25
Weekly	*Fergus Falls Saturday*	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	*Demand Response*	*$ 52.52*	*$ 17,069.0*	*6.0*	*1,800.0*	*4,500.0*	*325.0*	*6.3*	*6.3*	*0.0*	*6.3*	*0.0*	*$ -*	325.0	$ 17,069.0	*1,950.0*	$ 1,950.00
Weekly	FF/FM Commute	Clay, Otter Tail, Wilkin	Fergus Falls	Fargo - ND	Barnesville, Fergus Falls, Rothsay	Route Deviation	$ 52.52	$ 68,276.0	1.0	1,600.0	66,000.0	1,300.0	5.0	5.0	0.0	5.0	0.0	$ -	1,300.0	$ 68,276.0	1,300.0	$ 6,500.00
Weekly	Pelican - New 2016	Otter Tail	Fergus Falls	Fergus Falls	Elizabeth, Erhard, fergus Falls, Pelican Rapids	Demand Response	$ 52.52	$ 3,781.4	2.0	150.0	1,200.0	72.0	0.3	1.3	0.0	1.3	0.0	$ -	333.0	$ 17,489.2	666.0	$ 1,998.00
Weekly	Perham X 2	Otter Tail	Perham	Perham	Perham	Demand Response	$ 52.52	$ 210,080.0	6.0	23,000.0	44,500.0	4,000.0	15.3	16.3	0.0	16.3	0.0	$ -	4,261.0	$ 223,787.7	25,566.0	$ 25,566.00
Weekly	930 NSE	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$ 50.00	$ 100,800.0	6.0	12,000.0	25,200.0	2,016.0	7.7	8.7	0.0	8.7	0.0	$ -	2,277.0	$ 113,850.0	13,662.0	$ 20,493.00
Episodic	Tour of Lights - Perham	Otter Tail	Perham	Perham	Perham	Demand Response	$ 52.52	$ 105.0	10.0	20.0	15.0	2.0	0.0	0.0	0.0	0.0	0.0	$ -	2.0	$ 105.0	20.0	$ 90.00
Episodic	Tour of Lights	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$ 52.52	$ 157.6	10.0	30.0	30.0	3.0	0.0	0.0	0.0	0.0	0.0	$ -	3.0	$ 157.6	30.0	$ 135.00
Episodic	Clay County Project Tour	Clay	Moorhead	Moorhead	Moorhead	Demand Response	$ 61.64	$ 400.7	12.0	75.0	120.0	6.5	0.0	0.0	0.0	0.0	0.0	$ -	6.5	$ 400.7	78.0	$ 312.00
Episodic	DNR	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$ 55.80	$ 474.3	14.0	120.0	200.0	8.5	0.0	0.0	0.0	0.0	0.0	$ -	8.5	$ 474.3	119.0	$ 357.00
Episodic	Bridge Tour	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$ 55.15	$ 868.6	15.0	240.0	250.0	15.8	0.1	0.1	0.0	0.1	0.0	$ -	15.8	$ 868.6	236.3	$ 649.69
Episodic	Fair Hills	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$ 52.52	$ 262.6	8.0	40.0	30.0	5.0	0.0	0.0	0.0	0.0	0.0	$ -	5.0	$ 262.6	40.0	$ 240.00
Episodic	Ohes Farm	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$ 52.52	$ 262.6	6.0	30.0	30.0	5.0	0.0	0.0	0.0	0.0	0.0	$ -	5.0	$ 262.6	30.0	$ 252.00
Episodic	Leaf Tour	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$ 52.52	$ 262.6	5.0	26.0	30.0	5.0	0.0	0.0	0.0	0.0	0.0	$ -	5.0	$ 262.6	25.0	$ 237.50
Weekly	*Fergus Falls Saturday #2*	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	*Demand Response*	*$ 52.52*	-	*6.0*	-	-	-	-	*6.5*	*0.0*	*6.5*	*0.0*	*$ -*	338.0	$ 17,751.8	*2,028.0*	$ 2,028.00
Weekly	New Fergus Falls Fixed Route - Weekday	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	Deviated Fixed Route	*$ 52.52*	-	3.3	-	-	-	-	-	11.1	11.1	2,897.1	$ 152,155.7	2,897.1	$ 152,155.7	9,415.6	$ 24,833.58
Weekly	New Fergus Falls Fixed Route - Saturday	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	Deviated Fixed Route	*$ 52.52*	-	3.3	-	-	-	-	-	7.1	7.1	369.2	$ 19,390.4	369.2	$ 19,390.4	1,199.9	$ 3,164.74
Weekly	*Perham - Saturday*	*Otter Tail*	*Perham*	*Perham*	*Perham*	*Demand Response*	*$ 52.52*	-	*6.0*	-	-	-	-	-	*7.0*	*7.0*	*364.0*	*$ 19,117.3*	364.0	$ 19,117.3	*2,184.0*	$ 2,184.00

Type	Veh ID	Counties	From	To	2019 Cities	2019 Service Type	2019 Cost per hour	2019 Annual Operating Cost	2019 Passenger per hour	2019 Annual Passener trips	2019 Annual Miles	2019 Annual Revenue Hours	2019 Daily Revenue Hours	2020 Daily Revenue Hours	2021 Daily Revenue Hours	2022 Route hour changes (# hours added per day)	2022 Daily Revenue Hours	# Total Annual Expansion Revenue Hours	Projected Annual Cost for expansion hours ONLY	2022 Total hours (2021 + expansion)	2022 Projected total annual costs	Est. Passenger trips new service	2022 Total Revenue
Weekly	908	Becker, Clay	Moorhead	Moorhead	Audubon, Detroit Lakes, Dilworth, Hawley, Lake Park	Route Deviation	$53	$87,288	4.0	7,000.0	58,000.0	1,662.0	6.4	7.4	7.4	0.0	7.4	0	$0.0	1,923.0	$100,996.0	7,692.0	$ 23,076.00
Weekly	35, 40, 65, 75, 85, 90	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$53	$441,168	6.0	48,000.0	141,180.0	8,400.0	32.2	33.2	33.2	0.0	33.2	0	$0.0	8,661.0	$454,875.7	51,966.0	$ 80,547.30
Weekly	5,20,25,30,35,65,80,907	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Route Deviation	$53	$525,200	5.0	54,500.0	117,000.0	10,000.0	38.3	39.3	39.3	0.0	39.3	0	$0.0	10,261.0	$538,907.7	51,305.0	$ 79,522.75
Weekly	60	Douglas, Otter Tail	Parkers Prairie	Parkers Prairie	Alexandria	Route Deviation	$53	$102,939	3.0	6,000.0	30,000.0	1,960.0	7.5	8.5	8.5	0.0	8.5	0	$0.0	2,221.0	$116,646.9	6,663.0	$ 6,663.00
Weekly	Wilkin #1	Wilkin	Breckenridge	Breckenridge	Breckenridge	Demand Response	$53	$105,880	5.0	10,800.0	20,000.0	2,016.0	7.7	8.7	8.7	0.0	8.7	0	$0.0	2,277.0	$119,588.0	11,385.0	$ 11,954.25
Weekly	*Fergus Falls Saturday*	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	*Demand Response*	*$53*	*$17,069*	*6.0*	*1,800.0*	*4,500.0*	*325.0*	*6.3*	*6.3*	*6.3*	*0.0*	*6.3*	*0*	*$0.0*	325.0	$17,069.0	*1,950.0*	$ 1,950.00
Weekly	FF/FM Commute	Clay, Otter Tail, Wilkin	Fergus Falls	Fargo - ND	Barnesville, Fergus Falls, Rothsay	Route Deviation	$53	$68,276	1.0	1,600.0	66,000.0	1,300.0	5.0	5.0	5.0	0.0	5.0	0	$0.0	1,300.0	$68,276.0	1,300.0	$ 6,500.00
Weekly	Pelican - New 2016	Otter Tail	Fergus Falls	Fergus Falls	Elizabeth, Erhard, fergus Falls, Pelican Rapids	Demand Response	$53	$3,781	2.0	150.0	1,200.0	72.0	0.3	1.3	1.3	0.0	1.3	0	$0.0	333.0	$17,489.2	666.0	$ 1,998.00
Weekly	Perham X 2	Otter Tail	Perham	Perham	Perham	Demand Response	$53	$210,080	6.0	23,000.0	44,500.0	4,000.0	15.3	16.3	16.3	0.0	16.3	0	$0.0	4,261.0	$223,787.7	25,566.0	$ 25,566.00
Weekly	930 NSE	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$50	$100,800	6.0	12,000.0	25,200.0	2,016.0	7.7	8.7	8.7	0.0	8.7	0	$0.0	2,277.0	$113,850.0	13,662.0	$ 20,493.00
Episodic	Tour of Lights - Perham	Otter Tail	Perham	Perham	Perham	Demand Response	$53	$105	10.0	20.0	15.0	2.0	0.0	0.0	0.0	0.0	0.0	0	$0.0	2.0	$105.0	20.0	$ 90.00
Episodic	Tour of Lights	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$53	$158	10.0	30.0	30.0	3.0	0.0	0.0	0.0	0.0	0.0	0	$0.0	3.0	$157.6	30.0	$ 135.00
Episodic	Clay County Project Tour	Clay	Moorhead	Moorhead	Moorhead	Demand Response	$62	$401	12.0	75.0	120.0	6.5	0.0	0.0	0.0	0.0	0.0	0	$0.0	6.5	$400.7	78.0	$ 312.00
Episodic	DNR	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$56	$474	14.0	120.0	200.0	8.5	0.0	0.0	0.0	0.0	0.0	0	$0.0	8.5	$474.3	119.0	$ 357.00
Episodic	Bridge Tour	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$55	$869	15.0	240.0	250.0	15.8	0.1	0.1	0.1	0.0	0.1	0	$0.0	15.8	$868.6	236.3	$ 649.69
Episodic	Fair Hills	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$53	$263	8.0	40.0	30.0	5.0	0.0	0.0	0.0	0.0	0.0	0	$0.0	5.0	$262.6	40.0	$ 240.00
Episodic	Ohes Farm	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$53	$263	6.0	30.0	30.0	5.0	0.0	0.0	0.0	0.0	0.0	0	$0.0	5.0	$262.6	30.0	$ 252.00
Episodic	Leaf Tour	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$53	$263	5.0	26.0	30.0	5.0	0.0	0.0	0.0	0.0	0.0	0	$0.0	5.0	$262.6	25.0	$ 237.50
Weekly	*Fergus Falls Saturday #2*	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	*Demand Response*	*$52.5*	-	*6.0*	-	-	-	-	6.5	6.5	0.0	6.5	0	$0.0	338.0	$17,751.8	2,028.0	$ 2,028.00
Weekly	New Fergus Falls Fixed Route - Weekday	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	Deviated Fixed Route	*$ 52.52*	-	3.3	-	-	-	-	-	11.1	0.0	11.1	0	$0.0	2,897.1	$152,155.7	9,415.6	$ 24,833.58
Weekly	New Fergus Falls Fixed Route - Saturday	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	Deviated Fixed Route	*$ 52.52*	-	3.3	-	-	-	-	-	7.1	0.0	7.1	0	$0.0	369.2	$19,390.4	1,199.9	$ 3,164.74
Weekly	*Perham - Saturday*	*Otter Tail*	*Perham*	*Perham*	*Perham*	*Demand Response*	*$ 52.52*	-	*6.0*	-	-	-	-	-	7.0	0.0	*7.0*	*0*	$0.0	364.0	$19,117.3	2,184.0	$ 2,184.00

Type	Veh ID	Counties	From	To	2019 Cities	2019 Service Type	2019 Cost per hour	2019 Annual Operating Cost	2019 Passenger per hour	2019 Annual Passener trips	2019 Annual Miles	2019 Annual Revenue Hours	**2019 Daily Revenue Hours**	**2020 Daily Revenue Hours**	**2021 Daily Revenue Hours**	**2022 Daily Revenue Hours**	2023 Route hour changes (# hours added per day)	**2023 Daily Revenue Hours**	**# Total Annual Expansion Revenue Hours**	**Projected Annual Cost for expansion hours ONLY**	**2023 Total hours (2022 + expansion)**	**2023 Projected total annual costs**	Est. Passenger trips new service	2023 Total Revenue
Weekly	908	Becker, Clay	Moorhead	Moorhead	Audubon, Detroit Lakes, Dilworth, Hawley, Lake Park	Route Deviation	$ 52.5	$ 87,288.2	4.0	7,000.0	58,000.0	1,662.0	6.4	7.4	7.4	7.4	0.0	7.4	0.0	$ -	1,923.0	$ 100,996.0	7,692.0	$ 23,076.00
Weekly	35, 40, 65, 75, 85, 90	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$ 52.5	$ 441,168.0	6.0	48,000.0	141,180.0	8,400.0	32.2	33.2	33.2	33.2	0.0	33.2	0.0	$ -	8,661.0	$ 454,875.7	51,966.0	$ 80,547.30
Weekly	5,20,25,30,35,65,80,907	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Route Deviation	$ 52.5	$ 525,200.0	5.0	54,500.0	117,000.0	10,000.0	38.3	39.3	39.3	39.3	0.0	39.3	0.0	$ -	10,261.0	$ 538,907.7	51,305.0	$ 79,522.75
Weekly	60	Douglas, Otter Tail	Parkers Prairie	Parkers Prairie	Alexandria	Route Deviation	$ 52.5	$ 102,939.2	3.0	6,000.0	30,000.0	1,960.0	7.5	8.5	8.5	8.5	0.0	8.5	0.0	$ -	2,221.0	$ 116,646.9	6,663.0	$ 6,663.00
Weekly	Wilkin #1	Wilkin	Breckenridge	Breckenridge	Breckenridge	Demand Response	$ 52.5	$ 105,880.3	5.0	10,800.0	20,000.0	2,016.0	7.7	8.7	8.7	8.7	0.0	8.7	0.0	$ -	2,277.0	$ 119,588.0	11,385.0	$ 11,954.25
Weekly	*Fergus Falls Saturday*	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	*Demand Response*	*$ 52.5*	*$ 17,069.0*	*6.0*	*1,800.0*	*4,500.0*	*325.0*	*6.3*	*6.3*	*6.3*	*6.3*	*0.0*	*6.3*	*0.0*	$ -	325.0	$ 17,069.0	*1,950.0*	$ 1,950.00
Weekly	FF/FM Commute	Clay, Otter Tail, Wilkin	Fergus Falls	Fargo - ND	Barnesville, Fergus Falls, Rothsay	Route Deviation	$ 52.5	$ 68,276.0	1.0	1,600.0	66,000.0	1,300.0	5.0	5.0	5.0	5.0	0.0	5.0	0.0	$ -	1,300.0	$ 68,276.0	1,300.0	$ 6,500.00
Weekly	Pelican - New 2016	Otter Tail	Fergus Falls	Fergus Falls	Elizabeth, Erhard, fergus Falls, Pelican Rapids	Demand Response	$ 52.5	$ 3,781.4	2.0	150.0	1,200.0	72.0	0.3	1.3	1.3	1.3	0.0	1.3	0.0	$ -	333.0	$ 17,489.2	666.0	$ 1,998.00
Weekly	Perham X 2	Otter Tail	Perham	Perham	Perham	Demand Response	$ 52.5	$ 210,080.0	6.0	23,000.0	44,500.0	4,000.0	15.3	16.3	16.3	16.3	0.0	16.3	0.0	$ -	4,261.0	$ 223,787.7	25,566.0	$ 25,566.00
Weekly	930 NSE	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$ 50.0	$ 100,800.0	6.0	12,000.0	25,200.0	2,016.0	7.7	8.7	8.7	8.7	0.0	8.7	0.0	$ -	2,277.0	$ 113,850.0	13,662.0	$ 20,493.00
Episodic	Tour of Lights - Perham	Otter Tail	Perham	Perham	Perham	Demand Response	$ 52.5	$ 105.0	10.0	20.0	15.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$ -	2.0	$ 105.0	20.0	$ 90.00
Episodic	Tour of Lights	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$ 52.5	$ 157.6	10.0	30.0	30.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$ -	3.0	$ 157.6	30.0	$ 135.00
Episodic	Clay County Project Tour	Clay	Moorhead	Moorhead	Moorhead	Demand Response	$ 61.6	$ 400.7	12.0	75.0	120.0	6.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$ -	6.5	$ 400.7	78.0	$ 312.00
Episodic	DNR	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$ 55.8	$ 474.3	14.0	120.0	200.0	8.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$ -	8.5	$ 474.3	119.0	$ 357.00
Episodic	Bridge Tour	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$ 55.2	$ 868.6	15.0	240.0	250.0	15.8	0.1	0.1	0.1	0.1	0.0	0.1	0.0	$ -	15.8	$ 868.6	236.3	$ 649.69
Episodic	Fair Hills	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$ 52.5	$ 262.6	8.0	40.0	30.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$ -	5.0	$ 262.6	40.0	$ 240.00
Episodic	Ohes Farm	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$ 52.5	$ 262.6	6.0	30.0	30.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$ -	5.0	$ 262.6	30.0	$ 252.00
Episodic	Leaf Tour	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$ 52.5	$ 262.6	5.0	26.0	30.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$ -	5.0	$ 262.6	25.0	$ 237.50
Weekly	*Fergus Falls Saturday #2*	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	*Demand Response*	*$52.5*	-	*6.0*	-	-	-	-	6.5	6.5	6.5	0.0	6.5	0.0	$ -	338.0	$ 17,751.8	2,028.0	$ 2,028.00
Weekly	New Fergus Falls Fixed Route - Weekday	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	Deviated Fixed Route	*$ 52.52*	-	3.3	-	-	-	-	-	11.1	11.1	0.0	11.1	0.0	$ -	2,897.1	$ 152,155.7	9,415.6	$ 24,833.58
Weekly	New Fergus Falls Fixed Route - Saturday	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	Deviated Fixed Route	*$ 52.52*	-	3.3	-	-	-	-	-	7.1	7.1	0.0	7.1	0.0	$ -	369.2	$ 19,390.4	1,199.9	$ 3,164.74
Weekly	*Perham - Saturday*	*Otter Tail*	*Perham*	*Perham*	*Perham*	*Demand Response*	*$ 52.52*	-	*6.0*	-	-	-	-	-	7.0	7.0	0.0	7.0	0.0	$ -	364.0	$ 19,117.3	2,184.0	$ 2,184.00

Type	Veh ID	Counties	From	To	2019 Cities	2019 Service Type	2019 Cost per hour	2019 Annual Operating Cost	2019 Passenger per hour	2019 Annual Passener trips	2019 Annual Miles	2019 Annual Revenue Hours	2019 Daily Revenue Hours	2020 Daily Revenue Hours	2021 Daily Revenue Hours	2022 Daily Revenue Hours	2023 Daily Revenue Hours	2024 Route hour changes (# hours added per day)	2024 Daily Revenue Hours	# Total Annual Expansion Revenue Hours	Projected Annual Cost for expansion hours ONLY	2024 Total hours (2023 + expansion)	2024 Projected total annual costs	Est. Passenger trips new service	2024 Total Revenue
Weekly	908	Becker, Clay	Moorhead	Moorhead	Audubon, Detroit Lakes, Dilworth, Hawley, Lake Park	Route Deviation	$ 52.5	$ 87,288.2	4.0	7,000.0	58,000.0	1,662.0	6.4	7.4	7.4	7.4	7.4	0.0	7.4	0.0	$ -	1,923.0	$ 100,996.0	7,692.0	$ 23,076.00
Weekly	35, 40, 65, 75, 85, 90	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$ 52.5	$ 441,168.0	6.0	48,000.0	141,180.0	8,400.0	32.2	33.2	33.2	33.2	33.2	0.0	33.2	0.0	$ -	8,661.0	$ 454,875.7	51,966.0	$ 80,547.30
Weekly	5,20,25,30,35,65,80,907	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Route Deviation	$ 52.5	$ 525,200.0	5.0	54,500.0	117,000.0	10,000.0	38.3	39.3	39.3	39.3	39.3	0.0	39.3	0.0	$ -	10,261.0	$ 538,907.7	51,305.0	$ 79,522.75
Weekly	60	Douglas, Otter Tail	Parkers Prairie	Parkers Prairie	Alexandria	Route Deviation	$ 52.5	$ 102,939.2	3.0	6,000.0	30,000.0	1,960.0	7.5	8.5	8.5	8.5	8.5	0.0	8.5	0.0	$ -	2,221.0	$ 116,646.9	6,663.0	$ 6,663.00
Weekly	Wilkin #1	Wilkin	Breckenridge	Breckenridge	Breckenridge	Demand Response	$ 52.5	$ 105,880.3	5.0	10,800.0	20,000.0	2,016.0	7.7	8.7	8.7	8.7	8.7	0.0	8.7	0.0	$ -	2,277.0	$ 119,588.0	11,385.0	$ 11,954.25
Weekly	*Fergus Falls Saturday*	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	*Demand Response*	*$ 52.5*	*$ 17,069.0*	*6.0*	*1,800.0*	*4,500.0*	*325.0*	*6.3*	*6.3*	*6.3*	*6.3*	*6.3*	*0.0*	*6.3*	*0.0*	$ -	325.0	$ 17,069.0	*1,950.0*	$ 1,950.00
Weekly	FF/FM Commute	Clay, Otter Tail, Wilkin	Fergus Falls	Fargo - ND	Barnesville, Fergus Falls, Rothsay	Route Deviation	$ 52.5	$ 68,276.0	1.0	1,600.0	66,000.0	1,300.0	5.0	5.0	5.0	5.0	5.0	0.0	5.0	0.0	$ -	1,300.0	$ 68,276.0	1,300.0	$ 6,500.00
Weekly	Pelican - New 2016	Otter Tail	Fergus Falls	Fergus Falls	Elizabeth, Erhard, fergus Falls, Pelican Rapids	Demand Response	$ 52.5	$ 3,781.4	2.0	150.0	1,200.0	72.0	0.3	1.3	1.3	1.3	1.3	0.0	1.3	0.0	$ -	333.0	$ 17,489.2	666.0	$ 1,998.00
Weekly	Perham X 2	Otter Tail	Perham	Perham	Perham	Demand Response	$ 52.5	$ 210,080.0	6.0	23,000.0	44,500.0	4,000.0	15.3	16.3	16.3	16.3	16.3	0.0	16.3	0.0	$ -	4,261.0	$ 223,787.7	25,566.0	$ 25,566.00
Weekly	930 NSE	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$ 50.0	$ 100,800.0	6.0	12,000.0	25,200.0	2,016.0	7.7	8.7	8.7	8.7	8.7	0.0	8.7	0.0	$ -	2,277.0	$ 113,850.0	13,662.0	$ 20,493.00
Episodic	Tour of Lights - Perham	Otter Tail	Perham	Perham	Perham	Demand Response	$ 52.5	$ 105.0	10.0	20.0	15.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$ -	2.0	$ 105.0	20.0	$ 90.00
Episodic	Tour of Lights	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$ 52.5	$ 157.6	10.0	30.0	30.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$ -	3.0	$ 157.6	30.0	$ 135.00
Episodic	Clay County Project Tour	Clay	Moorhead	Moorhead	Moorhead	Demand Response	$ 61.6	$ 400.7	12.0	75.0	120.0	6.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$ -	6.5	$ 400.7	78.0	$ 312.00
Episodic	DNR	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$ 55.8	$ 474.3	14.0	120.0	200.0	8.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$ -	8.5	$ 474.3	119.0	$ 357.00
Episodic	Bridge Tour	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$ 55.2	$ 868.6	15.0	240.0	250.0	15.8	0.1	0.1	0.1	0.1	0.1	0.0	0.1	0.0	$ -	15.8	$ 868.6	236.3	$ 649.69
Episodic	Fair Hills	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$ 52.5	$ 262.6	8.0	40.0	30.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$ -	5.0	$ 262.6	40.0	$ 240.00
Episodic	Ohes Farm	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$ 52.5	$ 262.6	6.0	30.0	30.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$ -	5.0	$ 262.6	30.0	$ 252.00
Episodic	Leaf Tour	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$ 52.5	$ 262.6	5.0	26.0	30.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$ -	5.0	$ 262.6	25.0	$ 237.50
Weekly	*Fergus Falls Saturday #2*	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	*Demand Response*	*$52.5*	-	*6.0*	-	-	-	-	6.5	6.5	6.5	6.5	0.0	6.5	0.0	$ -	338.0	$ 17,751.8	2,028.0	$ 2,028.00
Weekly	New Fergus Falls Fixed Route - Weekday	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	Deviated Fixed Route	*$ 52.52*	-	3.3	-	-	-	-	-	11.1	11.1	11.1	0.0	11.1	0.0	$ -	2,897.1	$ 152,155.7	9,415.6	$ 24,833.58
Weekly	New Fergus Falls Fixed Route - Saturday	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	Deviated Fixed Route	*$ 52.52*	-	3.3	-	-	-	-	-	7.1	7.1	7.1	0.0	7.1	0.0	$ -	369.2	$ 19,390.4	1,199.9	$ 3,164.74
Weekly	*Perham - Saturday*	*Otter Tail*	*Perham*	*Perham*	*Perham*	*Demand Response*	*$ 52.52*	-	*6.0*	-	-	-	-	-	7.0	7.0	7.0	0.0	7.0	0.0	$ -	364.0	$ 19,117.3	2,184.0	$ 2,184.00

Type	Veh ID	Counties	From	To	2019 Cities	2019 Service Type	2019 Cost per hour	2019 Annual Operating Cost	2019 Passenger per hour	2019 Annual Passener trips	2019 Annual Miles	2019 Annual Revenue Hours	2019 Daily Revenue Hours	2020 Daily Revenue Hours	2021 Daily Revenue Hours	2022 Daily Revenue Hours	2023 Daily Revenue Hours	2024 Daily Revenue Hours	2025 Route hour changes (# hours added per day)	2025 Daily Revenue Hours	# Total Annual Expansion Revenue Hours	Projected Annual Cost for expansion hours ONLY	2025 Total hours (2024 + expansion)	2025 Projected total annual costs	Est. Passenger trips new service	2025 Total Revenue
Weekly	908	Becker, Clay	Moorhead	Moorhead	Audubon, Detroit Lakes, Dilworth, Hawley, Lake Park	Route Deviation	$53	**$87,288**	4.0	7,000.0	58,000.0	1,662.0	6.4	7.4	7.4	7.4	7.4	7.4	0.0	7.4	0.0	$0.0	1,923.00	$100,996	7,692.00	$ 23,076.00
Weekly	35, 40, 65, 75, 85, 90	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$53	**$441,168**	6.0	48,000.0	141,180.0	8,400.0	32.2	33.2	33.2	33.2	33.2	33.2	0.0	33.2	0.0	$0.0	8,661.00	$454,876	51,966.00	$ 80,547.30
Weekly	5,20,25,30,35,65,80,907	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Route Deviation	$53	**$525,200**	5.0	54,500.0	117,000.0	10,000.0	38.3	39.3	39.3	39.3	39.3	39.3	0.0	39.3	0.0	$0.0	10,261.00	$538,908	51,305.00	$ 79,522.75
Weekly	60	Douglas, Otter Tail	Parkers Prairie	Parkers Prairie	Alexandria	Route Deviation	$53	**$102,939**	3.0	6,000.0	30,000.0	1,960.0	7.5	8.5	8.5	8.5	8.5	8.5	0.0	8.5	0.0	$0.0	2,221.00	$116,647	6,663.00	$ 6,663.00
Weekly	Wilkin #1	Wilkin	Breckenridge	Breckenridge	Breckenridge	Demand Response	$53	**$105,880**	5.0	10,800.0	20,000.0	2,016.0	7.7	8.7	8.7	8.7	8.7	8.7	0.0	8.7	0.0	$0.0	2,277.00	$119,588	11,385.00	$ 11,954.25
Weekly	*Fergus Falls Saturday*	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	*Demand Response*	*$53*	***$17,069***	*6.0*	*1,800.0*	*4,500.0*	*325.0*	*6.3*	*6.3*	*6.3*	*6.3*	*6.3*	*6.3*	*0.0*	*6.3*	*0.0*	$0.0	325.00	$17,069	*1,950.00*	$ 1,950.00
Weekly	FF/FM Commute	Clay, Otter Tail, Wilkin	Fergus Falls	Fargo - ND	Barnesville, Fergus Falls, Rothsay	Route Deviation	$53	**$68,276**	1.0	1,600.0	66,000.0	1,300.0	5.0	5.0	5.0	5.0	5.0	5.0	0.0	5.0	0.0	$0.0	1,300.00	$68,276	1,300.00	$ 6,500.00
Weekly	Pelican - New 2016	Otter Tail	Fergus Falls	Fergus Falls	Elizabeth, Erhard, fergus Falls, Pelican Rapids	Demand Response	$53	**$3,781**	2.0	150.0	1,200.0	72.0	0.3	1.3	1.3	1.3	1.3	1.3	0.0	1.3	0.0	$0.0	333.00	$17,489	666.00	$ 1,998.00
Weekly	Perham X 2	Otter Tail	Perham	Perham	Perham	Demand Response	$53	**$210,080**	6.0	23,000.0	44,500.0	4,000.0	15.3	16.3	16.3	16.3	16.3	16.3	0.0	16.3	0.0	$0.0	4,261.00	$223,788	25,566.00	$ 25,566.00
Weekly	930 NSE	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$50	**$100,800**	6.0	12,000.0	25,200.0	2,016.0	7.7	8.7	8.7	8.7	8.7	8.7	0.0	8.7	0.0	$0.0	2,277.00	$113,850	13,662.00	$ 20,493.00
Episodic	Tour of Lights - Perham	Otter Tail	Perham	Perham	Perham	Demand Response	$53	**$105**	10.0	20.0	15.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$0.0	2.00	$105	20.00	$ 90.00
Episodic	Tour of Lights	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$53	**$158**	10.0	30.0	30.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$0.0	3.00	$158	30.00	$ 135.00
Episodic	Clay County Project Tour	Clay	Moorhead	Moorhead	Moorhead	Demand Response	$62	**$401**	12.0	75.0	120.0	6.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$0.0	6.50	$401	78.00	$ 312.00
Episodic	DNR	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$56	**$474**	14.0	120.0	200.0	8.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$0.0	8.50	$474	119.00	$ 357.00
Episodic	Bridge Tour	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	$55	**$869**	15.0	240.0	250.0	15.8	0.1	0.1	0.1	0.1	0.1	0.1	0.0	0.1	0.0	$0.0	15.75	$869	236.25	$ 649.69
Episodic	Fair Hills	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$53	**$263**	8.0	40.0	30.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$0.0	5.00	$263	40.00	$ 240.00
Episodic	Ohes Farm	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$53	**$263**	6.0	30.0	30.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$0.0	5.00	$263	30.00	$ 252.00
Episodic	Leaf Tour	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	$53	**$263**	5.0	26.0	30.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$0.0	5.00	$263	25.00	$ 237.50
Weekly	*Fergus Falls Saturday #2*	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	*Demand Response*	*$52.5*	-	*6.0*	-	-	-	-	6.5	6.5	6.5	6.5	6.5	0.0	6.5	0.0	$0.0	338.00	$17,752	2,028.00	$ 2,028.00
Weekly	New Fergus Falls Fixed Route - Weekday	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	Deviated Fixed Route	*$ 52.52*	-	3.3	-	-	-	-	-	11.1	11.1	11.1	11.1	0.0	11.1	0.0	$0.0	2,897.10	$152,156	9,415.58	$ 24,833.58
Weekly	New Fergus Falls Fixed Route - Saturday	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	Deviated Fixed Route	*$ 52.52*	-	3.3	-	-	-	-	-	7.1	7.1	7.1	7.1	0.0	7.1	0.0	$0.0	369.20	$19,390	1,199.90	$ 3,164.74
Weekly	*Perham - Saturday*	*Otter Tail*	*Perham*	*Perham*	*Perham*	*Demand Response*	*$ 52.52*	-	*6.0*	-	-	-	-	-	7.0	7.0	7.0	7.0	0.0	7.0	0.0	$0.0	364.00	$19,117	2,184.00	$ 2,184.00

Type	Veh ID	Counties	From	To	2019 Cities	2019 Service Type	2019 Total hours	2020 Total hours	2021 Total hours	2022 Total hours	2023 Total hours	2024 Total hours	2025 Total hours	2019 Proj. Annual Trips	2020 Proj. Annual Trips	2021 Proj. Annual Trips	2022 Proj. Annual Trips	2023 Proj. Annual Trips	2024 Proj. Annual Trips	2025 Proj. Annual Trips	2019 Proj. total Cost	2020 Proj. total Cost	2021 Proj. total Cost	2022 Proj. total Cost	2023 Proj. total Cost	2024 Proj. total Cost	2025 Proj. total Cost	2019 Proj. total Revenue	2020 Proj. total Revenue	2021 Proj. total Revenue	2022 Proj. total Revenue	2023 Proj. total Revenue	2024 Proj. total Revenue	2025 Proj. total Revenue
Weekly	908	Becker, Clay	Moorhead	Moorhead	Audubon, Detroit Lakes, Dilworth, Hawley, Lake Park	Route Deviation	1,662.00	1,923.00	1,923.00	1,923.00	1,923.00	1,923.00	1,923.00	7,000.00	7,692.00	7,692.00	7,692.00	7692	7,692.00	7,692.00	**$87,288**	$100,996	$100,996	$100,996	$100,996	$100,996	$100,996	$21,000.00	$23,076.00	$23,076.00	$23,076.00	$23,076.00	$23,076.00	$23,076.00
Weekly	35, 40, 65, 75, 85, 90	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	8,400.00	8,661.00	8,661.00	8,661.00	8,661.00	8,661.00	8,661.00	48,000.00	51,966.00	51,966.00	51,966.00	51966	51,966.00	51,966.00	**$441,168**	$454,876	$454,876	$454,876	$454,876	$454,876	$454,876	$74,400.00	$80,547.30	$80,547.30	$80,547.30	$80,547.30	$80,547.30	$80,547.30
Weekly	5,20,25,30,35, 65,80,907	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Route Deviation	10,000.00	10,261.00	10,261.00	10,261.00	10,261.00	10,261.00	10,261.00	54,500.00	51,305.00	51,305.00	51,305.00	51305	51,305.00	51,305.00	**$525,200**	$538,908	$538,908	$538,908	$538,908	$538,908	$538,908	$84,475.00	$79,522.75	$79,522.75	$79,522.75	$79,522.75	$79,522.75	$79,522.75
Weekly	60	Douglas, Otter Tail	Parkers Prairie	Parkers Prairie	Alexandria	Route Deviation	1,960.00	2,221.00	2,221.00	2,221.00	2,221.00	2,221.00	2,221.00	6,000.00	6,663.00	6,663.00	6,663.00	6663	6,663.00	6,663.00	**$102,939**	$116,647	$116,647	$116,647	$116,647	$116,647	$116,647	$6,000.00	$6,663.00	$6,663.00	$6,663.00	$6,663.00	$6,663.00	$6,663.00
Weekly	Wilkin #1	Wilkin	Breckenridge	Breckenridge	Breckenridge	Demand Response	2,016.00	2,277.00	2,277.00	2,277.00	2,277.00	2,277.00	2,277.00	10,800.00	11,385.00	11,385.00	11,385.00	11385	11,385.00	11,385.00	**$105,880**	$119,588	$119,588	$119,588	$119,588	$119,588	$119,588	$11,340.00	$11,954.25	$11,954.25	$11,954.25	$11,954.25	$11,954.25	$11,954.25
Weekly	Fergus Falls Saturday	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	325.00	325.00	325.00	325.00	325.00	325.00	325.00	1,800.00	1,950.00	1,950.00	1,950.00	1950	1,950.00	1,950.00	**$17,069**	$17,069	$17,069	$17,069	$17,069	$17,069	$17,069	$1,800.00	$1,950.00	$1,950.00	$1,950.00	$1,950.00	$1,950.00	$1,950.00
Weekly	FF/FM Commute	Clay, Otter Tail, Wilkin	Fergus Falls	Fargo - ND	Barnesville, Fergus Falls, Rothsay	Route Deviation	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,600.00	1,300.00	1,300.00	1,300.00	1300	1,300.00	1,300.00	**$68,276**	$68,276	$68,276	$68,276	$68,276	$68,276	$68,276	$8,000.00	$6,500.00	$6,500.00	$6,500.00	$6,500.00	$6,500.00	$6,500.00
Weekly	Pelican - New 2016	Otter Tail	Fergus Falls	Fergus Falls	Elizabeth, Erhard, fergus Falls, Pelican Rapids	Demand Response	72.00	333.00	333.00	333.00	333.00	333.00	333.00	150.00	666.00	666.00	666.00	666	666.00	666.00	**$3,781**	$17,489	$17,489	$17,489	$17,489	$17,489	$17,489	$450.00	$1,998.00	$1,998.00	$1,998.00	$1,998.00	$1,998.00	$1,998.00
Weekly	Perham X 2	Otter Tail	Perham	Perham	Perham	Demand Response	4,000.00	4,261.00	4,261.00	4,261.00	4,261.00	4,261.00	4,261.00	23,000.00	25,566.00	25,566.00	25,566.00	25566	25,566.00	25,566.00	**$210,080**	$223,788	$223,788	$223,788	$223,788	$223,788	$223,788	$23,000.00	$25,566.00	$25,566.00	$25,566.00	$25,566.00	$25,566.00	$25,566.00
Weekly	930 NSE	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	2,016.00	2,277.00	2,277.00	2,277.00	2,277.00	2,277.00	2,277.00	12,000.00	13,662.00	13,662.00	13,662.00	13662	13,662.00	13,662.00	**$100,800**	$113,850	$113,850	$113,850	$113,850	$113,850	$113,850	$18,000.00	$20,493.00	$20,493.00	$20,493.00	$20,493.00	$20,493.00	$20,493.00
Episodic	Tour of Lights - Perham	Otter Tail	Perham	Perham	Perham	Demand Response	2.00	2.00	2.00	2.00	2.00	2.00	2.00	20.00	20.00	20.00	20.00	20	20.00	20.00	**$105**	$105	$105	$105	$105	$105	$105	$90.00	$90.00	$90.00	$90.00	$90.00	$90.00	$90.00
Episodic	Tour of Lights	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	3.00	3.00	3.00	3.00	3.00	3.00	3.00	30.00	30.00	30.00	30.00	30	30.00	30.00	**$158**	$158	$158	$158	$158	$158	$158	$135.00	$135.00	$135.00	$135.00	$135.00	$135.00	$135.00
Episodic	Clay County Project Tour	Clay	Moorhead	Moorhead	Moorhead	Demand Response	6.50	6.50	6.50	6.50	6.50	6.50	6.50	75.00	78.00	78.00	78.00	78.00	78.00	78.00	**$401**	$401	$401	$401	$401	$401	$401	$300.00	$312.00	$312.00	$312.00	$312.00	$312.00	$312.00
Episodic	DNR	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	8.50	8.50	8.50	8.50	8.50	8.50	8.50	120.00	119.00	119.00	119.00	119.00	119.00	119.00	**$474**	$474	$474	$474	$474	$474	$474	$360.00	$357.00	$357.00	$357.00	$357.00	$357.00	$357.00
Episodic	Bridge Tour	Otter Tail	Fergus Falls	Fergus Falls	Fergus Falls	Demand Response	15.75	15.75	15.75	15.75	15.75	15.75	15.75	240.00	236.25	236.25	236.25	236.25	236.25	236.25	**$869**	$869	$869	$869	$869	$869	$869	$660.00	$649.69	$649.69	$649.69	$649.69	$649.69	$649.69
Episodic	Fair Hills	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	5.00	5.00	5.00	5.00	5.00	5.00	5.00	40.00	40.00	40.00	40.00	40.00	40.00	40.00	**$263**	$263	$263	$263	$263	$263	$263	$240.00	$240.00	$240.00	$240.00	$240.00	$240.00	$240.00
Episodic	Ohes Farm	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	5.00	5.00	5.00	5.00	5.00	5.00	5.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	**$263**	$263	$263	$263	$263	$263	$263	$252.00	$252.00	$252.00	$252.00	$252.00	$252.00	$252.00
Episodic	Leaf Tour	Otter Tail	Pelican Rapids	Pelican Rapids	Pelican Rapids	Demand Response	5.00	5.00	5.00	5.00	5.00	5.00	5.00	26.00	25.00	25.00	25.00	25.00	25.00	25.00	**$263**	$263	$263	$263	$263	$263	$263	$247.00	$237.50	$237.50	$237.50	$237.50	$237.50	$237.50
Weekly	Fergus Falls Saturday #2	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	Demand Response		338.00	338.00	338.00	338.00	338.00	338.00	0.00	2,028.00	2,028.00	2,028.00	2028.00	2,028.00	2,028.00	-	$17,752	$17,752	$17,752	$17,752	$17,752	$17,752	$0.00	$2,028.00	$2,028.00	$2,028.00	$2,028.00	$2,028.00	$2,028.00
Weekly	New Fergus Falls Fixed Route - Weekday	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	Deviated Fixed Route			2,897.10	2,897.10	2,897.10	2,897.10	2,897.10	-	-	9,415.58	9,415.58	9415.58	9,415.58	9,415.58	-		$152,156	$152,156	$152,156	$152,156	$152,156	$0.00	$0.00	$24,833.58	$24,833.58	$24,833.58	$24,833.58	$24,833.58
Weekly	New Fergus Falls Fixed Route - Saturday	*Otter Tail*	*Fergus Falls*	*Fergus Falls*	*Fergus Falls*	Deviated Fixed Route	-	-	369.20	369.20	369.20	369.20	369.20	-	-	1,199.90	1,199.90	1199.90	1,199.90	1,199.90	-	-	$19,390	$19,390	$19,390	$19,390	$19,390	$0.00	$0.00	$3,164.74	$3,164.74	$3,164.74	$3,164.74	$3,164.74
Weekly	*Perham - Saturday*	*Otter Tail*	*Perham*	*Perham*	*Perham*	*Demand Response*			364.00	364.00	364.00	364.00	364.00	-	-	2,184.00	2,184.00	2184.00	2,184.00	2,184.00	-		$19,117	$19,117	$19,117	$19,117	$19,117	$0.00	$0.00	$2,184.00	$2,184.00	$2,184.00	$2,184.00	$2,184.00

2019 Total	2019 Local Share (20%)	**2020 Total Cost**	**2020 Local Share (20%)**	**2021 Total Cost**	**2021 Local Share (20%)**	**2022 Total Cost**	**2022 Local Share (20%)**	**2023 Total Cost**	**2023 Local Share (20%)**	**2024 Total Cost**	**2024 Local Share (20%)**	**2025 Total Cost**	**2025 Local Share (20%)**
$ 1,665,276.17	$ 333,055.23	$ 1,845,792.93	$ 369,158.59	$ 2,103,441.47	$ 420,688.29	$ 2,166,544.72	$ 433,308.94	$ 2,231,541.06	$ 446,308.21	$ 2,298,487.29	$ 459,697.46	$ 2,367,441.91	$ 473,488.38

2019 Total	2019 Local Share (20%)	**2020 Total Cost**	**2020 Local Share (20%)**	**2021 Total Cost**	**2021 Local Share (20%)**	**2022 Total Cost**	**2022 Local Share (20%)**	**2023 Total Cost**	**2023 Local Share (20%)**	**2024 Total Cost**	**2024 Local Share (20%)**	**2025 Total Cost**	**2025 Local Share (20%)**
$ 611,619.93	$ 122,323.99	$ 718,170.15	$ 143,634.03	$ 739,715.25	$ 147,943.05	$ 761,906.71	$ 152,381.34	$ 784,763.91	$ 156,952.78	$ 808,306.83	$ 161,661.37	$ 832,556.04	$ 166,511.21

Five Year Capital Plan

Provider																
Line Number	Line Item Name	2018 Actual	2018 Match	2019 Budget	2020	2020 (Match)	2021	2021 (Match)	2022	2022 (Match)	2023	2023 (Match)	2024	2024 (Match)	2025	2025 (Match)
1711	Vehicle Cost	$ 243,000.00	$ 48,600.00	$ 385,000.00	$ 488,000.00	$ 97,600.00	$ 273,000.00	$ 54,600.00	$ 352,000.00	$ 70,400.00	$ 275,000.00	$ 55,000.00	$ 186,000.00	$ 37,200.00	$ 380,000.00	$ 76,000.00
1712	Farebox(es)		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1713	AVL/MDT		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1714	Camera(s)		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1715	Logos		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1716	Radio (Communication Equipment)		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1717	Other Bus Related Equipment		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1720	Lift, Ramp Expenses, etc.		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1730	Radio Equipment Expenses		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1740	Fare Box Expenses		$ -			$ -		$ -		$ -		$ -		$ -		$ -
Capital	Total 1700 (1711 - 1740)		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1750	Other Capital Expenses		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1760	Facility Purchase and/or Construction Cost		$ -		$ 375,000.00	$ 75,000.00		$ -		$ -		$ -		$ -		$ -
	Total Capital Budget	$ 243,000.00	$ 48,600.00	$ 385,000.00	$ 863,000.00	$ 172,600.00	$ 273,000.00	$ 54,600.00	$ 352,000.00	$ 70,400.00	$ 275,000.00	$ 55,000.00	$ 186,000.00	$ 37,200.00	$ 380,000.00	$ 76,000.00

Five Year Capital Plan

Provider															
Line Number	**Line Item Name**	**2018 Actual**	**2018 Match**	**2019 Budget**	**2020**	**2020 (Match)**	**2021**	**2021 (Match)**	**2022**	**2022 (Match)**	**2023**	**2023 (Match)**	**2024**	**2024 (Match)**	**2025**	**2025 (Match)**
1711	Vehicle Cost	$ 243,000.00	$ 48,600.00	$ 385,000.00	$ 488,000.00	$ 97,600.00	$ 273,000.00	$ 54,600.00	$ 352,000.00	$ 70,400.00	$ 275,000.00	$ 55,000.00	$ 186,000.00	$ 37,200.00	$ 380,000.00	$ 76,000.00
1712	Farebox(es)		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1713	AVL/MDT		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1714	Camera(s)		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1715	Logos		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1716	Radio (Communication Equipment)		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1717	Other Bus Related Equipment		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1720	Lift, Ramp Expenses, etc.		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1730	Radio Equipment Expenses		$ -			$ -	$ 16,100.00	$ 3,220.00		$ -		$ -		$ -		$ -
1740	Fare Box Expenses		$ -			$ -		$ -		$ -		$ -		$ -		$ -
Capital	Total 1700 (1711 - 1740)		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1750	Other Capital Expenses		$ -			$ -		$ -		$ -		$ -		$ -		$ -
1760	Facility Purchase and/or Construction Cost		$ -		$ 375,000.00	$ 75,000.00		$ -		$ -		$ -		$ -		$ -
	Total Capital Budget	$ 243,000.00	$ 48,600.00	$ 385,000.00	$ 863,000.00	$ 172,600.00	$ 289,100.00	$ 57,820.00	$ 352,000.00	$ 70,400.00	$ 275,000.00	$ 55,000.00	$ 186,000.00	$ 37,200.00	$ 380,000.00	$ 76,000.00